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**Program Evaluation
Committee Report
to the Administrator**

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PREFACE

This report is the response of a Committee of our colleagues to my question: "How can economic research and service programs best meet the needs of agriculture and the Department in the years ahead?" I believe the Committee has fulfilled my request.

The report contains a great deal of material for thought and action. I am hopeful that all of us will put our minds to an objective evaluation of its recommendations. We must, in addition, exert our highest professional and managerial talents to translate these recommendations into the economic research and service programs that best serve a changing agriculture and rural America.

I have already begun to put into operation some of the Committee's suggestions in the area of research management. More will follow as the judgments and decisions on the feasibility of the recommendations are made.

These decisions will take into account the views and suggestions of the professional staff which result from a studied, mature evaluation of the Committee report. I ask that you make these views and suggestions known to me, preferably in writing, so that they can be considered in the dialogues which have begun.

I will conclude by saying that time is a factor. I am confident that we have and will fulfill the demands for economic research and service.

John M. Koffsky
Administrator, ERS

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To: Administrator, ERS

This report is in response to your request, in early December 1964, that we "take a fresh, hard look" at the work of the Service in relation to the changing problems of American agriculture and to the research program emphases we believe must obtain for the future. We have taken into account statements of the President, the Secretary of Agriculture, and the Under Secretary of Agriculture, recommendations of the Agricultural Economics Research Advisory Committee, the needs of the Director of Agricultural Economics, and the views of members of the Congress. Of great value have been the views of members of the ERS professional staff, particularly the Division Directors whose insights and judgments have made a notable contribution. However, we have not been able to adopt or incorporate all of the ideas suggested, nor have we examined all the many nooks and crannies of the Service.

Perhaps our foremost problem was coming to grips with the diverse and increasingly complex programs of ERS. When these programs are considered in relation to the requirements for economic research and intelligence to support agricultural programs projected for the late 1960's and the 1970's, the problems of research management loom greater than ever before. It is against this background that the recommendations in this report have been made.

Let us state at the outset that the state of affairs in ERS is good, and that the total program is vital. Professional and clerical staffs have responded effectively to the shifts in program emphasis made since 1961. All Divisions have had unusual demands from many sources. The staff has discovered greater opportunities for service and usefulness within and without the Department. But the need for further responsiveness and internal improvement is still compelling. Our research program needs further redirection and substantial strengthening.

Points of Departure

The application of economic science to production, pricing, marketing, distribution, and utilization of farm products has been one of the indispensable elements of the agricultural revolution. The continuing restructuring of agriculture and the resulting transformation of American rural society will place even greater demands on economic science in the future.

We must assume that there will be increasing demands for research, intelligence, and service work from: (1) the Secretary and the White House to support their policy determinations and programs; (2) the agencies of this and other Departments to serve the action and adjustment programs of the Great Society; (3) the Congress to assist in its policy deliberations; and (4) farmers and ranchers, business, banking, and the public to facilitate the changes in process and the requirements of the new programs.

We classified the major high-priority areas of program concern to ERS under two headings:

A. Long-standing problems:

1. Costs and efficiency
2. Demand and prices
3. Analysis of alternative programs and policies
4. Improvement of domestic markets
5. Competition in foreign markets
6. The farm firm

B. Emerging problems and those receiving renewed emphasis:

1. Rural development and opportunity
2. Farmer bargaining power
3. Expansion of domestic and foreign markets for farm products
4. Adjustments of agricultural production
5. Development of sound international policies
6. Development and conservation of agricultural resources
7. Projection of long-term trends affecting agriculture
8. Structural changes in farm production and in the economic relationships with firms supplying inputs

The resources of ERS will be severely taxed to meet the high-priority demands confronting us. There is a serious question as to whether the present and prospective resources of ERS will be able to meet these demands unless adjustments are made in the management and organization of economic research. It is imperative that ERS have an organizational structure that will assure maximum return from its research resources. Organizational structure cannot eliminate all overlapping and duplication, but it can keep these problems at a minimum.

What Is ERS--How Does It Appear?

Our discussion revealed that there are three leading images of ERS in our minds, and possibly in those of our clients, friends, and critics.

The first is that described in the Department Regulations, Chapter 2 --Organization and Functions of Department Agencies: Section 7, which presents the Service in the traditional line and staff context. Research and analysis of agricultural production and adjustment; marketing, prices and demand, land and water resources in the United States; economic and statistical research related to adjustment problems of rural people and the development of rural areas; and analyses of foreign agricultural developments -- these are the major structural components of ERS.

Another "face" of the Service can be portrayed in terms of the major functions:

1. Economic intelligence gathering, analysis, and dissemination of information to help farmers, administrators, and legislators
2. Research and economic analysis, including methodology
3. Collection of economic data and dissemination of analyses for many uses

The third "face" of ERS reflects the interests and assignments of the staff. These include:

1. Commodities
2. Consumers
3. Rural affairs
4. Statistical and other methodology
5. Institutions, manpower, land, and water
6. Economic problems of commercial agriculture

These images illustrate another dimension of the problems confronting top management of both the Divisions and the agency. The organization of the Service into an organic, functioning whole must take into account each of the three "faces."

Specific Functions and Programs

A committee subgroup examined the current work of each Division and Branch of ERS in terms of the outline below. The analysis included economic research, program development, policy analysis, and service work in each of the following areas:

A. Production and Marketing of Agricultural Products

1. Production

- a. Resources
- b. Adjustment
- c. Finance

2. Marketing

- a. Bargaining power, structure, and practice
- b. Demand and prices
- c. Development
- d. Utilization
- e. Transportation
- f. Margins and costs

3. Foreign markets

- a. Situation and outlook
- b. Demand and supply projections
- c. Factors affecting U. S. trade
- d. Agricultural statistics
- e. Market development

4. Agriculture in the national economy

- a. Outlook and situation
- b. Aggregate farm income
- c. Demand and supply projections
- d. Agricultural history

B. Consumption of Agricultural Products

1. Consumer interest

- a. Evaluation of consumer interest, desires, and needs for food and other agricultural products
- b. Availability--new and improved foods and other agricultural products
- c. Use, value, and quantities of food consumed in homes and away from home
- d. Current and future outlook for supplies, prices, and consumption of food and other agricultural products
- e. Food and other agricultural reserves

2. Feeding programs

- a. Domestic
- b. Foreign

C. Rural Development

1. Rural incomes, employment, and housing
2. Rural population and manpower employment
3. Area and community structures and growth
4. Public finance, government, and revenue bases for development
5. Program development alternatives and potentials
6. Regional development problems

D. Resource Management

1. Economics of conservation and land-use programs
2. Major land and water use requirements and projections
3. River basins and watersheds programs
4. Tenure and institutions

E. Foreign Development

1. Commodity aid
2. Technical assistance
3. Agricultural productivity and development

F. Program Analysis and Evaluation

1. Analysis and development of alternative measures to meet supply, price, and income problems

Each element of the above outline was generally reviewed against the following:

A. Present Program

1. Where located (Divisions, Branches, field)
2. Principal projects
3. Budget and manpower

B. Ideas for Changes for FY 1966

1. FY 1966 Budget
2. Agricultural Economics Research Advisory Committee
3. NAAC

C. Changes occurring elsewhere in the Department and the Federal establishment

Summary tabulations of these analyses are included in Exhibits 1, 2, 3, and 4. These data indicate that the work programs of ERS must be further sharpened, and in some instances redefined. If manpower continues to be allocated as at present, there will be insufficient staff to carry out the economic research and intelligence requirements of the new programs.

The Committee briefly reviewed past line projects, the Division reports of last fall, and the current listing of active line projects. We did not attempt to determine which should be eliminated, reduced, consolidated, redirected, or strengthened. This is more properly the decision of the Office of the Administrator and the Division Directors. However, our review did indicate that the opportunity to take action was present in each program area. If the needs of the future are to be met, divisional planning ahead accompanied by stronger executive action must be intensified.

It would be no sacrifice of program and administrative flexibility to allow each Branch to have its own "backyard." But these must be in the future "backyards without fences." There is developing evidence that some Branches are veering in the direction of becoming smaller replicas of the Service. Each Division Director should take steps administratively to avoid the "assignment" of personnel of one Branch to work which is the responsibility of another.

This problem arises from the wide variety of functions carried on in ERS--research, economic intelligence, and service work. It seems useful to extract a reminder from the Clodius report of September 29, 1961, as follows: "We recommend that serious effort be devoted to ... ensuring that the bits and pieces ... add up to something significant."

There is wisdom in the view of each Branch as a point of particular expertise and insight. The solution to the problem of increasing demands for research and service lies in coordination, not in duplication.

Research Management Considerations in ERS

The group considered several proposals for improving research management, most of which are familiar. In view of this, the group has only two suggestions.

1. Division and Branch management should reexamine the effectiveness of their time used for evaluating, planning, organizing, directing, and reviewing their programs in relation to the time spent reading manuscripts, preparing reports, and performing research work.

2. Division and Branch Chiefs with core research programs established by the Administrator should review existing and proposed research projects and individual job assignments to assure that the high-priority programs are served. In this review, Division management should:

- a. Analyze and evaluate the expected results of research programs in terms of the resources required.
- b. Identify and evaluate parallel research in other organizations to determine the need for additional work in the same area.
- c. Determine the stage at which research results may be put into practical applications.
- d. Provide for discontinuing research which is not producing results, or will not contribute materially to the programs of ERS or USDA.
- e. Establish the relative priority of projects to be researched in terms of the availability of funds, personnel, and other resources and the expected contribution of the research to the needs of the public.

Proposals for Improvement

1. Immediate Office of the Administrator

Foremost among our recommendations for improving ERS are the following, which deal with the immediate Office of the Administrator:

- a. The Administrator should have in his immediate office a small staff composed of experienced economists to help develop improved methods of re-

search; to review and evaluate the research programs; to serve as leaders on Servicewide research projects of high priority; to bring together and coordinate data and research results of the several Divisions in order to answer important requests promptly; and to perform other work the Administrator assigns.

- b. The Administrator should establish a position of Associate Administrator with the principal responsibility for managing and directing all of the in-house economic intelligence and service work; relieving the Administrator of most of the routine decision-making in general management; providing overall liaison with SEC; and serving as senior member of the agency policy and program planning group below the Administrator.
- c. The Administrator (or the Associate if such a position is established) should have an executive assistant to be responsible for advising on the general management and performing or directing management and organization studies. He also would provide liaison with OMS, the staff offices of the Department, and the other agencies on management and administrative matters. Possibly this work could be combined with the responsibilities of a Deputy Administrator.
- d. The positions of the two Deputy Administrators should be reviewed to determine if the division of responsibility between domestic and foreign agriculture is the best method of managing the programs of the future. In addition, this analysis could also consider the need for more than two Deputy Administrators.

2. Research Project Administration

Immediately after the ERS Conference in early 1965, each Division and Branch should review current research projects to determine priorities for FY 1966. We suggest that such a review should determine for each project whether there is:

- a. Undesirable duplication of effort
- b. Low probability of obtaining useful results
- c. Inadequate resources available for program area
- d. Decreasing importance of program
- e. Fragmented work with little or no relationship to a larger work program
- f. Segmentation of program among different Divisions
- g. Gaps in the program
- h. Likelihood of obtaining needed information on problems of national significance

In addition, we believe that there is merit in the development of a model for evaluating and reviewing project proposals. This model would be in the form of a table with a number of factors similar to those above but in more detail. Coupled with each factor would be a series of degree definitions which would assist in ranking the projects. One of the members of the Committee has agreed to explore the possibilities of such a model, should this be desired.

3. Rural Development and Population

In the Committee's consideration, it was felt that a core program of research on rural development is much needed. This should be built around the socioeconomic and demographic characteristics of rural problems of growth and decline which are highly related to economic development and opportunity potentials. These studies also need to be concerned with the highly persistent characteristics and projections of poverty groups, and the evaluation of alternative policies and programs for rural areas. Rural incomes and housing, area structure and development potentials, education, employment and mobility of people, and the economic and governmental resource bases are the major but not sole considerations of a core of work in rural development and population. These concerns require a program of research which brings to bear various disciplines in an integrated approach.

With this in mind, we evaluated the rural affairs research work in ERS in terms of the organization pattern needed, keeping in mind the cost-reduction program and the necessity of responding to new program directions. Out of this we developed the following set of alternatives:

- a. Establish a new Division of Rural Affairs (or some other appropriate title), composed of the Rural Development Branch of RDE, the Farm Population Branch of ESA, and the closely related work and staff of ME and FPE.
- b. Leave existing arrangements intact, but remove the Servicewide coordinative responsibility from the Area Economic Development Branch and lodge it in a Deputy Administrator.

Should a new Division of Rural Affairs be established, the Committee recommends that the work in land and water economics research and in river basin and watershed development should be organized as a Division because of the importance, significance, and magnitude of these programs. The President's emphasis in the "State of the Union" message on a major effort in conservation, air and water pollution, and development of natural resources has much significance for the future of these programs. This and other proposed programs provide an added dimension to RDE and reinforces our recommendation.

4. Foreign Economic Research

The problems of program management and organization of economic research and intelligence in foreign agriculture were explored by the group. There continue to be jurisdictional and communications problems between FRA and DTA, and between these Divisions and FAS. One of the more serious problems is accelerating the development of uniform and meaningful statistics. Another problem is some conflict of responsibility for areas of research, e.g., the Common Market in DTA and West European Branch of FRA.

We believe either of the following alternative proposals could help reduce or resolve the basic organization problem:

- a. The foreign work could be left as it is presently organized, but with a sharper delineation of functions.
 - (1) FRA would have responsibility for situation and outlook by country and region, demand and supply projections, analysis of production and utilization statistics, and world food needs.
 - (2) DTA would have responsibility for agricultural productivity and development, market development and commodity aid, trade and

price statistics, financial and monetary policy, and technical assistance.

- (3) In the areas of "demand and competition" and "trade research and analysis," DTA would direct its research toward the policy considerations and the impact of regional and commodity agreements on U.S. trade, such as the EEC or the International Wheat Agreement, and to the analysis of current changes and trends in agricultural exports and imports flowing from its program of trade and price statistics. FRA would emphasize factors affecting demand and competition by commodities for important markets, regions, and the world.
 - (4) To carry out all of these programs it is essential that the budget increases proposed for FY 1966 be obtained.
- b. The foreign work could be combined into a single Division with a Branch structure arranged to provide a maximum flexibility in use of professional personnel between the regional and country research and intelligence and the research associated with the institutional functional areas. Such a Division might be organized in Branches around the following major areas:
- Supply and demand projections
 - Market development and competition
 - Trade and monetary policy
 - Agricultural statistics
 - Economic development
 - Technical assistance
 - Special projects
 - Western Hemisphere analysis
 - European analysis
 - African analysis
 - Asia and Oceania analysis
- c. The foreign work could be organized into three Divisions, with the new Division emphasizing research on an expanded statistical program. 1/ The other two Divisions would be responsible for their current programs except statistics. If the Trade Statistics Branch were moved to a new Division, it might be advisable to strengthen such a new Division by adding foreign commodity analysis. This was proposed in the FY 1966 budget and is included in FRA under alternative a. above. Such a three-divisional array might be considered as follows:

1/ See Exhibit 5.

Foreign Regional Analysis Division

World Analysis Group
Western Hemisphere Branch
 Situation and outlook
 Demand and competition
 Supply and demand projections

European Branch
 (Same functions)

African Branch
 (Same functions)

Asia and Oceania Branch
 (Same functions)

Special Projects Branch
 National intelligence studies

Foreign Trade and Development Division (tentatively named)

Economic Development Branch
 Agriculture and development
 Agricultural productivity
 Economic growth and trade
 Commodity aid

Trade and Monetary Research Branch
 Financial and monetary aspects of trade
 Regional and commodity agreements
 Market development
 Commodity analysis (long range)

Technical Assistance Branch
 Training of foreign nationals
 Supervision of technical assistance contracts
 Research grants under 104 (k)

Foreign Statistics Division

Production Statistics Branch (from FAS)
U. S. Trade Statistics Branch
World Trade Statistics Branch
World Prices Group

- d. All foreign economic research and statistics in ERS could be placed in two Divisions if ERS should assume greater responsibilities with substantially larger resources.

The present Export Programs Research Branch in DTA could be accommodated into the work of one of the four alternative organizations suggested above.

In general, the group supports the first alternative. Three Divisions would result in increased costs, and the program which would form the basis for a new Division has not yet materialized sufficiently. The single-Division concept is not recommended because the range of responsibilities is too broad. The group also believes that there is a possibility that the demands for statistics, economic in-

telligence, and service might become so great as to overshadow the research program in a single-Division setup.

5. Marketing and Consumer Economics

ME consists of three functional-type Branches and three commodity Branches. Basically, the commodity Branches conduct the same kinds and types of studies, but on different commodities. Very little work has been done in the consumer economics field as such, although much of the research program of the Service affects the consumer.

The program and structure of ME have been mildly criticized in recent years by the Agricultural Economics Advisory Committee and others because of the admixture of commodity and functional research. The critics have expressed the view that some of the work being done by the different Branches is repetitive and over-fragmented, and that the research is lacking in broad implications bearing on the overall marketing problems of American agriculture. We feel that these criticisms are considerably exaggerated, and yet they deserve careful consideration. It seems imperative, in view of the reaction of the advisory committees and review groups, that some change in the Division structure and program be carefully explored.

The organization of marketing research might be improved by putting all work of the Division into functional Branches, continuing the process that began in 1961. This would permit research emphasis on a particular area, regardless of the commodities studied, and would help break down the high degree of specialization that restricts the views of some researchers. A functional structure also might make it easier to shift resources to new and emerging problems.

The following functional areas are suggested for consideration:

- (1) Market structure and performance
- (2) Costs, margins, and efficiency
- (3) Transportation, storage, and interregional competition
- (4) Market development
- (5) Market potentials and utilization
- (6) Consumer aspects of marketing

The third area noted above would include the marketing aspects of research on transportation, storage, and interregional competition. Comprehensive studies in interregional competition would, of course, involve cooperation with other Divisions, including FPE and ESA. Special equilibrium models, if they are to throw light on problems of interregional competition, should include both demand and supply functions, by regions, as well as transportation, processing, and storage functions. Special effort should be made to develop interdivisional projects in this area. Historically, marketing economics research in interregional competition has dealt primarily with transportation, processing, and storage.

Consumer aspects of marketing (No. 6 above) also touch on a field of research which goes beyond marketing economics research. Surveys of household food consumption usually are made in cooperation with ARS. The field also includes analysis of consumer demand functions relating to food and nonfood commodities and commodity groups and to food as a whole, carried out in ESA and, to some extent, in the Consumer and Food Economics Research Division of ARS. The latter Division also is

concerned with the whole area of household economics and dietary standards and diets, by age, sex, and occupational groups. Consumer aspects of marketing could be centered in the area of market development.

The restructuring suggested above is not intended as the final answer. It does provide a basis for discussion at higher levels on domestic marketing and its relationship to the work of other Divisions of ERS, particularly ESA and the two foreign research Divisions.

6. Reorganization of FPE

In view of the recent reorganization of FPE, we believe that no immediate purposes would be served by recommendations from the group. The experience of the FPE reorganization may serve as a guide to other Divisions. Some of the suggestions contained in this report do bear upon the administration of FPE, one of the two largest Divisions in the Service.

7. Field Organization 2/

The field organization is a major component of ERS. It presents many difficult problems. From the data available, we conclude that the field organization is in need of an overhaul. We recommend one or more of the following be considered:

- a. That the field staff be reorganized as a Servicewide organization.
- b. That the field staff be organized into centers of concentration and excellence. Each of these field centers should be the locus of a major research area staffed with the best qualified professionals in the area.
- c. That the number of field locations be significantly reduced, consistent with the mission of the Service, and the personnel gradually be brought into these centers of excellence. (Recognition of the educational and training responsibilities of ERS must be maintained. This means that field headquarters required for these purposes not be included as operational research points.)
- d. That the field staff be generally supervised and coordinated from the Administrator's Office and technically supervised by the research leadership in Washington. This last proposal ties in to our recommendations on the organization of the immediate Office of the Administrator. Thus, what may be done there will affect this proposal.
- e. That the field staff be organized as a separate entity within each Division and directly managed by a Deputy Division Director or his equivalent. The experience of FPE in developing such an organization could serve as a guide.

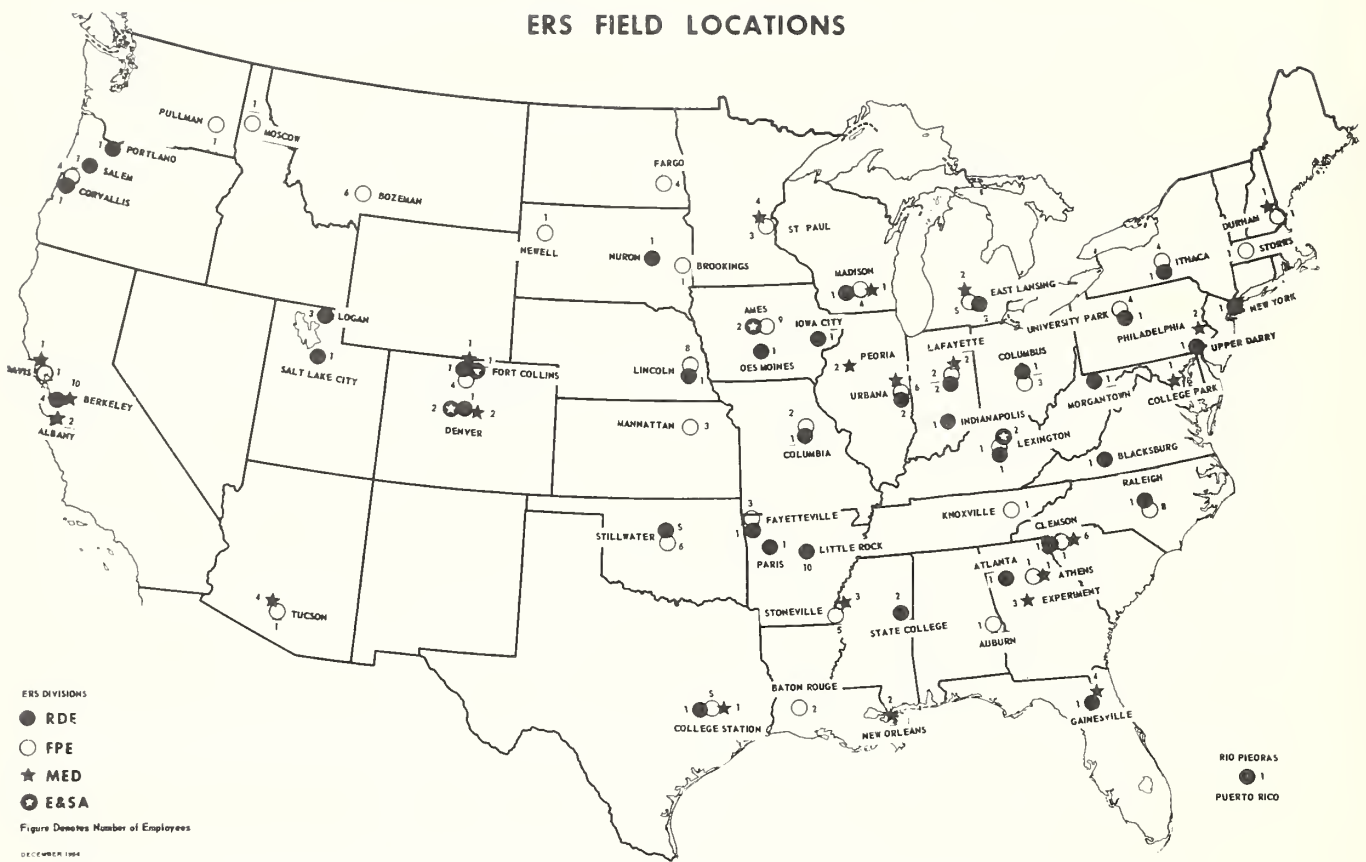
8. Flexibility of the Professional Staff

We examined and discussed the nature of the professional staff of the Service, their assignments, and their work environment. The principal commodity used by ERS is professional manpower. This manpower, organized to gain and apply knowledge and experience to problems, is the Service. The group offers the following suggestions:

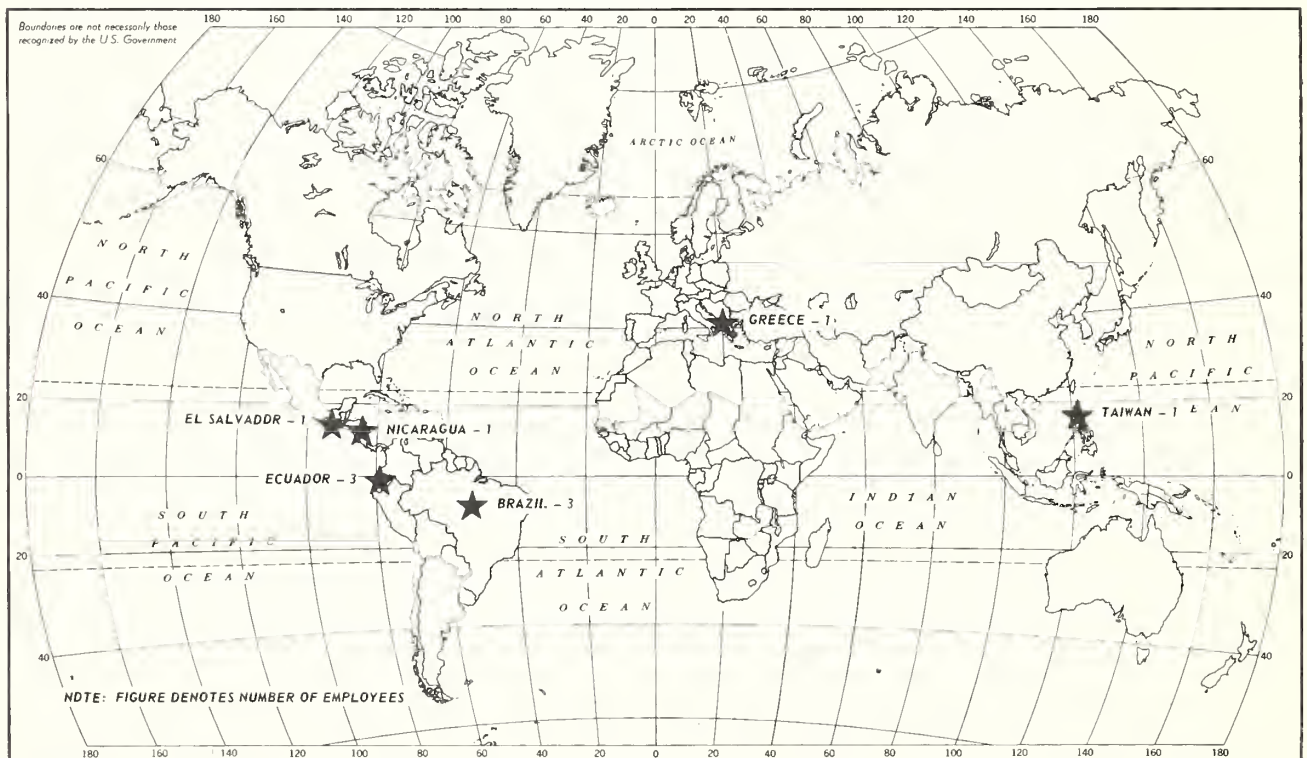
- a. The professional staff of the Service should be flexible. Each professional staff member should be first a generalist who can handle a wide variety of research and intelligence problems. We do not mean that the professional

2/ See Exhibits 6, 7, and 8.

ERS FIELD LOCATIONS



LOCATION OF ERS PERSONNEL ON FOREIGN ASSIGNMENT



man should not have a deep and singular knowledge of his field. He should, however, be able to respond to the changing priorities and varied problems of the Service.

- b. The assignments of the professional staff should be rotated so that each will have experience in several fields. The purpose is to provide the stimulus to the professional to keep his general knowledge current.

9. Length of Service of Professional Staff

The Committee is much impressed with the significance of Exhibit 9. This shows the distribution of key personnel of the Service who have reached 50 years of age with 25 years of Federal service. We believe this exhibit indicates a need for more aggressive action on such matters as providing replacements for the older employees after their retirement, the recruitment of capable youngsters, and in-service training. It is desirable to ask the Division Directors to provide data on younger personnel with fewer years of service.

10. Agricultural Program Evaluation

This important function is now associated with the work responsibilities of each Division and Branch. The Committee does not favor a more formalized grouping of this work. However, a thorough review should be made of the adequacy of our research to evaluate the Nation's agricultural policies and programs. This might minimize the ad hoc nature of current work in this area, and provide a continuous program to improve our methods of making these evaluations.

Persons who review the work of the Service need to be made more aware of the frequent and sudden inroads program evaluation makes on normal Division work programs. The Service must be responsive to the Administrator and the Secretary; it must move its research program in line with congressional expectations. This requires deftness and flexibility in managing resources at the divisional level, and a tougher-minded understanding and attitude towards research, intelligence, and service work activities by all members of the professional staff, Washington and field. While there remains considerable room for creativity and innovation, proposals for fresh departures must continue to be carefully weighed against the total requirements of the Service.

11. Increasing Role of the Social Scientist

Recruiting of professional staff must be gradually broadened to bring on the rolls more general economists. The Service also should look to professionals in other fields such as political science, law, demography, sociology, history, and psychology for assistance in research and intelligence on economic policy and general policy.

12. Training and Retraining

The Service must continue to vary staff assignments and develop a more comprehensive plan for training and retraining of the professional staff. Such training could include exchanges with colleges and universities; full-time attendance at academic institutions, and details and work assignments to other agencies. It should expose the staff to the new theories and practices of the profession which may not be available in the normal assignments.

The Committee recommends further study of the report of the Task Force to Study the Training and Scientific Environment of the Department's Research and Educational Personnel. This report should provide a basis for developing Servicewide education and training policies.

It is further suggested that the Division of Personnel, OMS, conduct a series of seminars with ERS management on employee performance and evaluation. These seminars should emphasize the factors and procedures relating to productivity, retooling the mind, and research project management. Such programs as level of competence certification required for periodic step increases, removal procedures, and awards and incentives need to be more widely understood.

13. Professionalizing Management Support in Offices of Division Directors

The general management of each Division is a difficult and demanding job and the Directors should have as much assistance as they need. As a minimum, we recommend that the Divisions utilize the service of OMS to the maximum extent. Managerial needs of the future may require an individual professionally trained in management to conduct management studies and surveys; advise on management problems; and apply the techniques of modern management in planning for and evaluating the programs of the Divisions.

14. Relationships with Others

ERS maintains extensive professional relationships within and outside the Department. They reach across the Federal establishment, in both the Executive and Legislative Branches, at the highest levels. They reach outward to the agricultural, business, and research communities in the United States, and to international organizations and other countries. On the whole, these relations are good.

New policies and programs in the Department and major changes in the direction and emphasis of current policies and programs will require substantial economic research and intelligence support. The new Rural Community Development Service, the International Agricultural Development Service, Department programs in economic opportunity, the changes in the Consumer and Marketing Service, the programs and plans of the Director of Science and Education, and changes in the role of the Staff Economist Group all augur well for the future of ERS. The Service should be ready to continue to participate in these efforts and to respond to the many changes which will be proposed.

The Service from time to time performs in-house research for other agencies of the Department and of the Government. We believe the Service must continue to strengthen work in this area. The state of these relationships should be analyzed periodically and any deficiencies remedied. We believe such an assessment should be informally undertaken now.

Other Areas

We touched upon a number of other questions but did not fully develop alternatives. These include the following (not in order of importance):

- a. More ways should be found to recognize and encourage the professional staff, particularly the younger members.
- b. Key executives in the Service should be more alert to professional and clerical esprit de corps. Admittedly, this is an elusive thing. Neither complete organizational freedom nor excessive compartmentalization provides the answer. It does thrive on good communication.
- c. There is a continuing need to review the arrangements of the Annual Outlook Conference. Outlook work is a cornerstone of the Service. The needs of the farmers and the general public can be met in a wide variety of ways and it seems sensible to inquire whether the present pattern of meetings, papers, and Conference best serves a rapidly changing agriculture.

- d. The contracts and grants policies of the Service should be reviewed. Of particular concern is an evaluation of the extent to which such contracts and grants should be expanded or reduced.
- e. More long-range commodity analysis in foreign economic research is needed.
- f. The Service policy on the performance of domestic commodity research and analysis should be clarified. Some of this is done in ME, ESA, and FPE.
- g. A policy is needed concerning the degree to which members of the professional staffs in the domestic area are free to undertake research in the foreign area.
- h. The reporting system of the Service should be examined. We have monthly, quarterly, three times a year, and annual interpretative and statistical reports. The idea of a monthly review, devoted to timely analyses, is attractive. It need not compete with the Farm Index.

Summary

We have a challenging and difficult mission.

There are two main reasons why the work of ERS is growing in importance and scope -- and why it will continue to grow in the foreseeable future.

First, USDA is undertaking broader responsibilities in such areas as rural affairs, recreation, and international trade.

Second, many of agriculture's key problems today are economic, and can be solved only by objective research by qualified professional economists.

USDA has always been much more than a "farmers' department." Abraham Lincoln called it the "people's department." To be sure, it has always been concerned with the incomes and production practices of farmers. But it has also had increasing responsibilities in such areas as marketing, trade practices, consumer protection, expansion of markets at home and abroad, and economic education, and alternative economic policies and programs. These broader responsibilities are becoming increasingly recognized, and will be emphasized more in the future.

Agriculture's problems today result from the enormous changes of the past 15 years. Some percentage changes from 1949 to 1964 are:

	<u>Percent</u>
... Consumer disposable income (constant dollars)	+76
... Realized net farm income (constant dollars)	-25
... Farm prices (percent of parity)	-25
... Agricultural output (index)	+28
... Agricultural exports (constant dollars)	+94
... Number of farms	-39
... Farm population (1950-64)	-45

Even with the great drop in the number of farmers, agricultural surpluses persist -- and are likely to be with us for many years. We must find more effective ways to adjust our production and marketing to the real needs of farmers, consumers, and export markets. We must develop and maintain adequate outlets for our farm products at home and abroad. We must keep the burden on taxpayers as light as possible. We must do this in a period when the political strength of the farmer is declining.

To do this job, we in ERS will have to carry out an economic intelligence research and service program of broadening scope. Our work must be penetrating, scientific, objective, nonpolitical. We must measure, interpret, and forecast changes in prices, incomes, production, marketings, carryover stocks, investments, and international trade. USDA has been in the forefront of scientific analysis in these areas. We must continue to break new ground. We must often use new technical methods of analysis when they give practical results. We must continue to publish technical research reports. And we must explain our findings to farmers, to consumers, and to legislators in such a way that they are widely understood.

Above all, we must work as a team -- each Division and each Branch working to contribute most effectively to a well-rounded, up-to-date ERS program.

Our mission is challenging and difficult. But, by keeping our assignments flexible, and by intra- and interdivisional cooperation, we shall meet the challenge.

Committee Members

ERS Charles F. Kiefer
ERS Frederick V. Waugh
ERS Charles J. Leman
Robert M. Walsh ✓
William S. Hoofnagle
ERS John H. Southern
Raymond P. Christensen
Quentin M. West
Glen T. Barton

EXHIBIT 1

Economists in USDA from the October 31, 1963, Occupational Distribution Report

SEC	1	FCS	49
CEA	7	FS	6
FAS	72	REA	1
ASCS	32	ERS	443
CSRS	1	SCS	93
FES	2	SEG	4
AMS	34		
ARS	5		
FCIC	2	TOTAL	752

EXHIBIT 2

ERS Funds/Professional Position Distribution

Organization	1965	1966	1965	
			Distribution of	
	Funds	Funds	Professionals**	
			Washington	Field
	Thousands	Thousands		
Office of Administrator	208	208	6	1
Staff Economist Group	67	67	2	---
Outlook and Situation Board	*	*	2	---
Farm Production Economics	3,530	3,580	57	83
Resource Development Economics	2,100	2,471	49	63
Marketing Economics	3,283	3,483	148	14
Economic and Statistical Analysis	1,904	1,904	72	3
Development and Trade Analysis	1,129	1,174	43	---
Foreign Regional Analysis	994	1,039	62	---
Special Purposes	66	66	---	---
Miscellaneous	165	165	---	---
Total	13,446	14,157	441	164

*Funds included in ESA.

**Clerical/administrative by location; D.C.=442; Field=47.

Prof.	441	164	605
Cler/Admin	442	47	489
Total	883	211	1,094

EXHIBIT 3

Distribution of ERS Employees by Grade

	<u>GS-13 and above</u>	<u>GS-12 and below</u>	<u>GS-6 and above</u>	<u>GS-5 and below</u>	<u>All employees</u>
OA	7	1	5	1	14
OSB	2		1		3
ESA	41	33	34	77	185
FPE	34	116	28	55	233
ME	67	95	32	105	299
DTA	22	21	13	24	80
FRA	22	40	25	20	107
RDE	42	70	12	45	169
Total					1,090

The above data would include full-time, part-time, etc.
As of 10/31/64, ERS had 969 full-time employees.

EXHIBIT 4

ERS Funds, FY 1966 (In Thousands)

Organization	All funds 1965	Increase Other	1966 Salaries and expenses	Total 1966
Office of Administrator	208	---	---	208
Staff Economist Group	67	---	---	67
Farm Production Economics	3,530	---	50	3,580
Resource Development Economics	2,100	<u>1/267</u>	104	2,471
Marketing Economics	3,283	---	200	3,483
Economic and Statistical Analysis	1,904	---	---	1,904
Development and Trade Analysis	1,129	---	45	1,174
Foreign Regional Analysis	994	---	45	1,039
Special Purposes	66	---	---	66
Miscellaneous	165	---	---	165
Total	13,446	267	444	14,157

1/ Net estimated increases in other funds.

EXHIBIT 5

FOREIGN AGRICULTURAL STATISTICS

Three distinct statistical areas can be identified:

1. U. S. trade statistics
2. World trade statistics
3. World production statistics

Each of these areas involve different sources of data:

1. U. S. trade statistics are derived from the Bureau of Census compilations. The question here becomes one of whether one centralized system of summarization can better service the needs of ERS and the FAS commodity Divisions than the present decentralized system.

The data envisaged by FAS are commodity by country presentations for various marketing periods and units of measure. This represents both a desire to expand and to automate their operations. Most of these summaries are not now being summarized by ERS. FAS, however, does use our data for preparing some of these summaries. FRA also summarizes the information by special country groupings.

The question of summarizing U.S. statistics is largely one of economy of scale, since the basic data are purchased rather than compiled. Because of the varying need, study is needed of the economies and diseconomies that might be involved. It is presumed that over the long run more adequate data might be obtained from the use of the present total resources involved if a single source of summarization was developed.

2. The basic source of standardized world trade data is from the international agencies. Official country trade publications are also used by FAS and ERS. In addition, the agricultural attaches furnish substantial data to FAS and FRA, particularly on current developments. Tapes on agricultural trade for calendar 1963 have been purchased from OECD; 20 countries were covered in 1963 and 70 countries in 1964. An increase in funds for this area has been requested for FY 1966.

The program under study in FAS apparently would involve the use of this same basic source of data. But, as in the case of the United States, the choice of commodity detail, the time periods, and units of measurement would vary. FRA also uses these sources of data in their World Agricultural Situation and projections.

In the case of the world trade statistics, the timing is an important factor. U.N. tapes for the major trading countries for calendar 1964 are scheduled to be released in March 1965. The need for more current data is somewhat more important to FAS than to ERS.

The development of a single source for the "standardized" world trade data would be presumed to offer some advantages despite the problems of timing and variation in needs. Considerable current information, for the present, probably would continue to be compiled on an ad hoc basis in FAS, although as experience is gained the time lag would likely be decreased for the "standardized" data and the "ad hoc" compilations could be decreased substantially.

3. Foreign production statistics by commodities are the responsibility of FAS. They are supplied by the agricultural attaches and compiled by the commodity Divisions

of FAS. FRA also compiles production statistics by country and region and is responsible for the annual production indices. A Director of Statistics in FAS is responsible for the coordination of these statistics and a committee made up of representatives of FAS and FRA meets one to four times a year on each commodity.

The Director of Statistics recently retired and his replacement has not been appointed. FAS has under study the possible reorganization of the statistical work. One alternative that has been suggested is for the establishment of a statistical Division headed by a person at the level of the Director of Statistics and composed of the commodity analysts in each of the eight Divisions.

EXHIBIT 6

TO : Charles F. Kiefer, Director
Office of Management Services

DATE: January 19, 1965

FROM : M. L. Upchurch, Director
Farm Production Economics Division, ERS

SUBJECT: Field Staff

This memorandum is prepared in response to your request for illustrations of how our field staff functions with respect to broad regional and national assignments. As you know, we do not and cannot limit the activities of any field research worker to the State where he is stationed. In every instance, and whenever the occasion requires, we use our field people for jobs that need doing, irrespective of State lines.

About three-fourths of our field work at present is on the regional and national adjustment studies. These studies are coordinated regionally through regional research committees and nationally through our interest in achieving the greatest contribution to our national production adjustment problems.

George Frick, who headquarters at Durham, New Hampshire, participates directly in our regional dairy adjustment studies in each of the Northeast States. Likewise, personnel in Pennsylvania and New York work in New Jersey, Delaware, and West Virginia.

George D. Irwin, at Purdue, has individual responsibility for the aggregation phase of the North Central Feed Grain and Livestock Regional Adjustment Study. George Frick, at Durham, has the same responsibility for the Northeast Dairy Adjustment Studies. Burt Sundquist, at St. Paul, has just completed the aggregation phase of the Lake States Dairy Adjustment Study. John Stovall, at Lexington, will coordinate and aggregate all studies in the Burley tobacco-producing areas. Troy Mullins, at Fayetteville, Arkansas, is performing a similar function for rice studies in Arkansas, Mississippi, Louisiana, and Texas.

Our economic studies of the range-livestock industry are handled on a regional basis. Calvin Boykin, with headquarters in Texas, is personally responsible for all range-livestock studies in the Southwest. Darwin Nielsen, at Bozeman, handles similar studies for the Northern Plains States and Richard Wheeler, at Corvallis, is handling the livestock study in the Pacific Northwest.

Roy Van Arsdall, Illinois, is our chief authority on economic studies of mechanization throughout the Corn Belt. Harry Sitler, with headquarters at Fort Collins, Colorado, is handling some similar studies for the Central Great Plains wheat region.

Frank Hughes, at College Station, Texas, is our authority on the economic problems of pump irrigation and is now developing estimates of costs of irrigation for cotton production in Texas and New Mexico. Charles Moore, at Davis, is doing a similar job for California and Arizona.

Ray Brokken, who is working at Ames, Iowa, in cooperation with the Iowa Adjustment Center, has been conducting a national interregional competition study. His work, of necessity, is not confined to Iowa or even to the Corn Belt.

Donald Larson, who headquarters at Bozeman, Montana, is studying problems of risk and crop insurance as they apply throughout the Northern Great Plains. And similarly, Stanley Voelker, at Fargo, is conducting our studies of local government and taxation throughout the Northern Plains.

These illustrations show that, while our people are located with specific State Experiment Station headquarters, they do work generally on broad problems of regional and national significance. In each instance, the scope of the man's work and his location and working relationships are developed with the intent to provide our most effective and efficient working arrangement for field research.

EXHIBIT 7

January 26, 1965

To : Charles F. Kiefer, Director
Office of Management Services

From : William S. Hoofnagle, Acting Deputy Director
Marketing Economics Division

Subject: Marketing Economics Division field staff

This is in response to your request for an explanation as to the operation of our field staff with respect to the research program of the Marketing Economics Division. Our field staff is not given any research assignment that is purely local in nature. Such problems, we believe, are within the province of the State experiment station and have no place in the research program of the Marketing Economics Division. Efforts of our field staff are directed to regional and national problems, coordinated with the total program of the Division. Often the field employees participate directly with the Washington staff in providing information and analyzing problems where the field staff is particularly equipped to do a certain phase of the project. We look to the field staff as being especially suited to furnish up-to-date intelligence as to the crucial and pressing marketing problems within a given area.

As of the beginning of the present calendar year, there were 37 professional field employees stationed at 23 locations. Of these 37 employees 4 were located in the ARS Regional Utilization Laboratories; 2 were serving as regional coordinators; and 8 were pursuing graduate degrees on a part-time basis. The remaining 23 are engaged in continuing research project work being conducted jointly with the land-grant college at which they are located.

As examples of work being done at field locations, several research assignments will be given as illustrative of the work being carried out.

At Arizona, Charles Wilmot and Clynn Phillips are working on changes in quality and value of cotton bales and cotton samples during storage; the influence of technological developments on marketing and market acceptance of western cotton; and cotton ginning efficiency and costs for western cotton, etc.

At South Carolina, John Ross, E. W. Calkins, and Preston LaFerney are also doing research on cotton quality problems applicable to the United States. Their particular assignment is an economic evaluation of the influence of the use of cleaning and conditioning equipment at cotton gins, method of harvesting, use of defoliants and pesticides on the basis of processing performance, and quality or value of the end product.

At Minnesota, Willia Anthony and Orval Kerchner, who are part-time students, have projects underway on the livestock and dairy industries, respectively.

At Berkeley, California, Robert Dawson and Robert Reed are doing studies on the costs and efficiency in fruit and vegetable canning.

At Colorado, William Capener is analyzing shrinkage of cattle sold direct to packers from feedlots.

At Georgia, Harold Jones is conducting work on the economic requirements for development of a commercial table egg industry in the South.

At Washington State, Glade Pincock is evaluating promotional programs of agricultural commodity groups in the northwestern portion of the United States.

At South Dakota, a study was initiated at the request of Senator Mundt on seasonal movement of egg prices, output, costs and net returns of producers in South Dakota and other areas of the region.

These examples of work are illustrative of the broad program of research engaged in by field personnel. As can be readily seen, our field staff is attacking marketing problems that are peculiar to a particular region of the country. In total, we have been satisfied with the field staff in terms of the quality and quantity of work achieved. As is to be expected, there have been a few instances where a field employee has not measured up to expectations, particularly in those cases where there was relatively weak leadership and direction of research on part of the station personnel.

We have found that working jointly with a land-grant college group who are well acquainted, interested, and enthusiastic about research of mutual interest that much more can be accomplished than working as a separate body.

EXHIBIT 8

TO : Charles F. Kiefer, Director, OMS DATE: January 29, 1965

FROM : Harry A. Steele, Director
Resource Development Economics Division

SUBJECT: Field staff--Resource Development Economics Division

This memorandum is in response to your request for a brief statement designed to illustrate the organization and functions of the field staff of the Resource Development Eco-

nomics Division. Activities of the field staff are conducted in cooperation with State universities, regional groups of State universities, and Federal and State resource agencies. Close liaison with Federal and State cooperating agencies in planning and conducting research increases the effectiveness of efforts and provides opportunities for the direct application of research results.

Most members of the field staff work on regional problems and their assignments are not limited to the States where they are stationed. All participate in Division activities concerned with national problems or those encompassing several States, as circumstances warrant. The field staff is organized by branches, and field activities are conducted largely under branch direction.

The field staff of the Area Economic Development Branch is designed to complement the operation of investigation units at the Washington level in dealing with national and regional problems of economic development in rural areas. Field employees work on such problems as income levels, available human and physical resources in low-income areas and uses and characteristics of such resources, factors affecting growth of the area economy and means of increasing the incomes of rural people through training, and the provision of additional employment opportunities in the area or elsewhere. Field staff members are generally grouped into regional teams and work under the direction of a Washington investigations leader. They concentrate on regional problems and also contribute analyses of national interest. They are also located at State experiment stations that are expending resources on cooperative research on economic development.

A branch center for the Appalachian and Northeastern area is located at Morgantown, West Virginia. This center is staffed by Robert Coltrane and Buddy Dillman, and activities are carried on in cooperation with the State Appalachian Center for research. The research of Ted Fuller at Pennsylvania State University, A. J. Walrath at Virginia Polytechnic Institute, and Nelson LeRay at Cornell is an integral part of this regional research activity.

Another center working primarily on the problems of the Ozarks is located at Columbia, Missouri, and is staffed by Ronald Bird and Oliver W. Holmes. The interrelated work of Max Jordan, who is located at the University of Arkansas, is concerned with the economic development problems of the Arkansas and Oklahoma Ozarks.

Research on selected aspects of problems of economic development in the Lake States is carried on by Ralph Loomis, who is located at Michigan State University. Similarly, research concerning the low-income problems of the southern part of the eastern Corn Belt is conducted by Bernal Green at Purdue University and Gerald Owens at Ohio State University.

Research on economic development in the portion of the Southeastern States not included in Appalachia is conducted by Jackson McElveen at Clemson University and by John Crecink at Mississippi State University.

Field staff members of the Land and Water Branch work closely with State universities and regional research groups on the economics of land and water utilization, tenure and legal-economic aspects of land and water use, resource income distribution, and the impacts of urban expansion. Field research dealing with various aspects of resource economics is located at centers considered strategic because of cooperative working relations or the nature of the problems being investigated.

Research locations on water law are centered at Berkeley, California, and Madison, Wisconsin. Wells Hutchins at Berkeley is in the process of completing a comprehensive study of Western water law. Harold Ellis at Madison is undertaking a comprehensive study of Eastern water law. The work at Madison is being carried out in cooperation with the Wisconsin Law School and the Department of Agricultural Eco-

nomics. A related activity is centered at Iowa City, Iowa, where Marshall Harris is the USDA leader of legal-economic research at the Agricultural Law Center of the University of Iowa. Iowa State University is also cooperating. Mr. Harris also is USDA representative on and works closely with participating North Central States in a project on needed adjustments in tenure to meet changing agricultural conditions.

Other field work in tenure is carried on in a number of selected locations. Robert Boxley is located at East Lansing to take advantage of Michigan State's interest and leadership in studies of the decision-making processes involved in choices among alternative tenure devices. Similarly, John Stahl is working cooperatively with Iowa State University at Ames to complete an analysis of the effects of tenure and tenure arrangements on economic development.

Work on resource income distribution is being conducted at locations where various aspects of this problem are particularly significant. In cooperation with North Carolina State University, James Hedrick is completing a study of the distributive impacts of the tobacco control program in Virginia and North Carolina. Roger Strohbehn is completing a study in cooperation with the University of Illinois on the effects of a rising land market and declining farm income on returns to labor and land.

Water utilization research is being carried out by the field staff in cooperation with State universities and regional groups at several locations. Gordon Rose is located at Madison, Wisconsin, and is regional coordinator of a North Central Regional project on economic and legal factors affecting water resource management in agriculture. Raymond Anderson is located at Fort Collins, Colorado, and works on cooperative studies of water allocation and pricing and institutional controls in the Inter-Mountain and Western Plains regions. Stanley Miller is located at Corvallis, Oregon, and is completing studies reflecting Pacific Northwest conditions on the marginal values of water and on subbasin simulation.

The field work of the River Basin and Watershed Branch is carried out through five field sections, each with field headquarters, and the Washita Watershed Economic Research Laboratory. The river basin program units conduct economic investigations and participate in the formulation of plans for river basin development, watershed programs, and conservation and development projects. Much of the program is coordinated through the Interdepartmental Staff Committee of the Water Resources Council. Field coordination is carried out through interdepartmental and interagency committees. Studies encompass intra- and inter-basin analyses of prospective supplies and demands for water resources, economic analysis of agricultural water problems, development of methods and techniques for formulating development programs, and economic impacts of planned and installed projects, and studies of institutional problems and requirements for river basin, watershed, and conservation projects.

The headquarters of the Western Basin Programs are at Logan, Utah, with a supporting staff center at Salt Lake City, and encompass the Pacific Northwest, Great Basin, Colorado River, and Pacific water resources regions. The Western program has a professional staff of 10, including section leader Clyde E. Stewart.

The Great Plains Basin Programs have headquarters at Stillwater, Oklahoma, with a supporting staff at Lincoln, Nebraska, and cover the Missouri, Rio Grande, and Western Gulf water resource regions. This program has a seven-man professional staff, including section leader James C. Atherton.

The Northern Basin Programs cover the Upper Mississippi, Ohio, Cumberland, and Great Lakes water resource regions. Headquarters are at East Lansing, Michigan, and the section leader of an eight-man professional staff is Melvin L. Cotner.

The Southern Basins Programs cover the water resource regions of the Lower Mississippi and the Southeast. Headquarters are at Little Rock, Arkansas, where Nathan G. Mallett is section leader of a professional staff of eight.

The Northeastern Basin Programs cover the water resource regions of Chesapeake Bay, Delaware and Hudson Rivers, and New England. Headquarters are at Upper Darby, Pennsylvania, where Wayne F. Ehlers is section leader of a professional staff of nine.

Intensive economic investigations are conducted at the Washita River Basin Laboratory on watershed development for flood prevention, land stabilization, and other purposes of the watershed protection and flood prevention program. Studies are conducted in cooperation with the Soil Conservation Service and the Oklahoma Agricultural Experiment Station in conjunction with related hydrologic research by the Agricultural Research Service. A three-man professional staff located at Stillwater, Oklahoma, is headed by Neil R. Cook.

EXHIBIT 9

ERS Professional Staff, 50 Years and Older with 25 Years
or More of Service, FY 1965

Organization	:	Washington	:	Field
Office of Administrator	:	5	:	1
Staff Economist Group	:	---	:	---
Farm Production Economics	:	20	:	8
Resource Development Economics	:	7	:	4
Marketing Economics	:	9	:	3
Economic and Statistical Analysis	:	9	:	---
Development and Trade Analysis	:	4	:	2
Foreign Regional Analysis	:	4	:	---
Total	:	58	:	18

APPENDIX I

INTEGRATING COMMODITY ANALYSIS

Subtask Force 1

This report refers to Item f on page 28 of the report prepared by the Program Evaluation Committee. This Subtask Force met in February under the Chairmanship of Kenneth E. Ogren, who prepared a draft report. The present report is a slightly revised version of the first one.

Commodity work is carried on in all of the four Divisions represented--Marketing Economics, Economic and Statistical Analysis, Farm Production Economics, and Foreign Regional Analysis. Three of the six Branches in ME are organized on commodity lines, while the other Branches have some research with a commodity orientation.

ESA has one Branch organized on a commodity basis. It is responsible for the commodity outlook work of ERS and certain research on the demand, supply, and price of the major commodities.

In FPE, specialization is by type of farm and type of input, rather than by type of product. Nevertheless, specialization by type of farm tends to develop special knowledge of the economic characteristics of the production of major commodities, such as elasticity of supply and the impact of farm programs on supplies.

Commodity analysis in FRA is carried out in the five geographic Branches as part of the research program on the long-range outlook for U.S. agricultural exports and on foreign competition and demand. The more important commodities involved are wheat, rice, feed grains, fats and oils, cotton, and tobacco.

Conclusions

1. Many of the important problems that come to ERS are commodity-oriented, and there is a definite need for a considerable amount of commodity specialization and competence within the organization. Without this specialization, ERS will fail to provide the kind of research and service expected of it.

2. More commodity expertise is required in FRA if it is to meet its research responsibilities in the area of the long-range prospects for major commodities in specific countries, regions, and the world as a whole. We believe this need cannot be filled by FAS or by the resources of the domestic Divisions. Commodity analysis related to foreign economic research must be strengthened within FRA itself.

3. The present arrangements for the performance of domestic commodity research and analysis are working reasonably well. There is considerable coordination and communication among the Divisions, both on an informal basis and as a result of task forces that are organized to handle various commodity problems.

4. It was agreed that it would be possible to put all commodity analysts in one organizational unit, and that this might facilitate commodity research and analysis, as such. However, this would raise new problems of coordination and communication with research units organized on a functional basis but still having important commodity interests. Furthermore, this would result in a very large Division and would involve extremely difficult problems of personnel assignment. Any advantages that might be gained by such a consolidation would not appear to outweigh the disadvantages. As is true for most problems of coordination, success is more dependent on the personnel involved than on the organizational structure, per se.

5. The Outlook and Situation Boards for the major commodities provide one means of bringing the commodity analysts together on a fairly regular basis. It is suggested that representation on these Boards be reviewed periodically so that the representation would be maintained at a high level. In addition, it is suggested that the ERS members of these Boards might meet regularly to review research needs and progress in ERS, and to make recommendations to the Administrator with respect to steps that might improve coordination and communication in the whole commodity area.

James P. Cavin
Kenneth E. Ogren
Melvin L. Upchurch
Wilhelm Anderson

WORK ON FARM REAL ESTATE VALUES AND BALANCE SHEET OF AGRICULTURE

Subtask Force 2

This Subtask Force met and discussed the farm real estate values work and the balance sheet of agriculture. It was agreed that neither of these efforts is adequate and that both need to be improved--in concept, statistical procedures, supporting data, and interpreting the significance of findings.

Land Values

The earliest work on farm land values in the Department was done in the early 1900's, when a survey was made of changes in values by States from 1900 to 1905. Surveys of annual changes in values were begun about a decade later. Systematic studies of land values originated in the Division of Land Economics, BAE, as the result of the land boom at the time of World War I. The work continued in the Land Economics Division and successor organizations until 1958, when it was transferred to the Agricultural Finance Branch. Recently, the work was moved to the Production Resources Branch, FPE. The work has a bearing on numerous activities in ERS, including farm mortgage credit, farm taxation, income to farmers, production adjustment programs, economies of scale in farming, production costs, resource development, river basin development, soil conservation, the balance sheet of agriculture, as well as most of the work centering on the production, distribution, and policy aspects of land resources.

During World War II, the Division of Land Economics organized considerable field work in support of the farm real estate value activities. After that time, the work was supported with a minimum of budget and personnel. There is need to improve the farm real estate value work and to undertake analyses to explain why the land factor is priced so high in relation to other factors of production, the effect of land prices on land tenure and land income, on costs of production, and related questions. FPE has increased funds for work in this field by \$30,000 this year, but it is in need of still stronger support.

Wherever the farm real estate work is located, it will be a source of information for economic analysis throughout ERS and outside. The work has a particularly direct relationship to studies involving costs of production, production adjustments, rental arrangements and land income, landownership and ownership transfers, land and water use, land value impacts of Government programs, and resource evaluation methodology.

Two Alternatives

1. A case can be made for placing land values work with related work in land and water economics. Many factors outside the farm firm affect the land market, and many other parts of the economy are investing in the rural land market. In this setting, greater emphasis would be placed on differentiating between the social and private costs of land in production, and the implications of land value levels for resource policy and the well-being of farmers.

2. A case can also be made for continuing it in the present organizational location because of the relation of land costs to costs of production, farm profits, farm financial management, and production adjustments.

Balance Sheet of Agriculture

The balance sheet of agriculture was started in the Agricultural Finance Branch in 1944. It has been of considerable public interest and is closely related to the income estimates prepared by ESA. The present balance sheet is supposed to show the assets used for agricultural production. It is felt that there is need for two other calculations: (1) A balance sheet of assets used by farm operators and, if possible, by economic class of farm; and (2) a balance sheet of assets used in agricultural production tied to the year-to-year income changes.

The balance sheet will be related to many other activities in ERS and, as with land values work, wherever it is located, other analyses would be dependent on it for information. It is desirable to make the balance sheet more realistic and develop a basis for relating changes in the annual income estimates to changes in the balance sheet. As with the land values work, there is need for additional research that would support and explain changes in the balance sheet.

Two Alternatives

1. Leave the balance sheet in FPE and relate much more closely to the farm credit and financial management work.

2. A case can be made for placing the work on the balance sheet in ESA with the farm income work.

Harry A. Steele
Melvin L. Upchurch
C. Kyle Randall

THE SHADY LINE BETWEEN PRODUCTION AND MARKETING

Subtask Force 3

Fulfilling our needs for food and fiber involves a complex chain of events extending from the makers of machinery and fertilizers to the sellers of groceries. Traditionally, we have looked at one horizontal slice of this chain and called it farming. Another horizontal slice has been called marketing. This traditional view is becoming increasingly inadequate.

The nature of farm firms and the activities that are done within them are changing rapidly. Increasingly, inputs are supplied and services performed by non-farm firms. Decisions about production are made, at least in part, outside the farm,

and frequently they are affected by factors far removed from the farm. Traditional analyses that focus on the farm alone are not adequate to explain production response or even to quantify inputs used in production.

Marketing firms and functions are changing also. Marketing is reaching farther back into production through such devices as contract farming. The changing technology of marketing, as in production, triggers a set of related changes not always reflected adequately in marketing studies.

Present skimpy data tell us something important is happening to American agriculture--from the initial input to the final product. As yet, we cannot describe it very well, much less analyze it and understand it.

FPE has assigned to its Production Resources Branch the task of developing a research program that would help describe and analyze the changes that are occurring. In this Branch, the economies of land, labor, and capital (note that capital here is machinery and technology rather than money and credit) are being coordinated with analyses of the changing structure of agricultural production and relationships between production and the input industries. ME is developing related work in its Basic Research Group and Market Structure and Costs Branch.

No clear line can be drawn between production and marketing, and we do not think we should even try to draw one at this time. For the present, FPE plans to develop its program on that part of the continuum of production that includes the input industries and farming. Until we have more resources than now in marketing and production economics research, we suggest that we continue to follow about this division of activities. Some activities will complement each other; some we will do jointly.

Melvin L. Upchurch
Kenneth E. Ogren

RESPONSIBILITIES RELATING TO FOREIGN AGRICULTURAL STATISTICS

Subtask Force 4

Situation

1. U.S. Agricultural Trade Statistics.--DTA has the responsibility within USDA for the analysis of U.S. agricultural trade statistics. These data are derived from Bureau of Census compilations. This work is well organized and has adequately supplied the needs of USDA, particularly FAS, other Government agencies, and the agricultural trade. This work is all performed in the Trade Statistics and Analysis Branch. However, FRA summarizes the information provided by DTA by special country groupings.

Recently, FAS indicated a need for summaries of U.S. Agricultural exports and imports on a monthly, quarterly and marketing-year basis, with specified commodity and country groupings. DTA does not have the resources to fulfill these requirements, and FAS is exploring possibilities of obtaining computer tapes from Census to make tabulations according to its own specifications.

2. World Agricultural Trade Statistics.--DTA also has the responsibility for the analysis of world agricultural trade statistics. Because of insufficient resources, this Division has not been able to do any more than initiate the program.

Thus, both FAS (by commodity) and FRA (by country) summarize foreign trade statistics from the country trade publications and reports of international agencies.

Funds were obtained to buy tapes on agricultural trade from OECD for calendar 1963. However, resources are not available to process and disseminate these data. The \$45,000 proposed in the FY 1966 budget will be a step in this direction.

3. World Agricultural Production Statistics.--Foreign production statistics by commodities are the responsibility of FAS. They are supplied principally by the agricultural attaches and compiled by the commodity Divisions of FAS. Because of this decentralized operation in FAS, it is necessary for FRA also to compile production statistics by country and region to prepare annual production indices and country food balances. The Director of Statistics in FAS is responsible for the coordination of production statistics, and a committee made up of representatives of FAS and FRA meets one to four times a year on each commodity. There is a considerable duplication of effort which is necessary under the present decentralized system.

Recommendations

Ideally, all compilation and analysis of foreign agricultural statistics (excluding the collection done by agricultural attaches) should be concentrated in one Division. There would be considerable advantage to having this Division in ERS because of the research environment and the interrelationship between economic research and statistical analysis. There is little likelihood that FAS would consider the transfer of the necessary responsibility and financial resources to make the establishment of such a Division possible. Consequently, the major questions we face are: (1) How can we better organize and carry out the work in foreign agricultural statistics now being done in ERS; and (2) how can ERS cooperate more effectively with FAS to eliminate costly duplication of effort and to service more fully the data requirements of both agencies?

There seems to be little advantage in combining the foreign statistics work of ERS into one unit. The work now being done by FRA is an integral part of the country and regional analysis which would be seriously weakened if this work were moved to DTA. Also, this would duplicate country and regional coverage. Similarly, moving the Trade Statistics and Analysis Branch to FRA would weaken closely associated research on foreign trade problems and would be a financial blow to DTA. This Branch can service FRA (and FAS) as well within DTA.

It is, therefore, recommended that the work in foreign agricultural statistics in ERS be improved and strengthened within the present organizational structure.

1. U.S. Agricultural Trade Statistics.--The ERS-FAS committee on agricultural trade statistics, set up over a year ago with the ERS Deputy Administrator for Foreign Economics as chairman, should appraise FAS proposals for developing additional detailed data on U. S. agricultural trade. DTA would provide these special summaries for a fraction of the cost to FAS. It would not duplicate our present Census program and would cost about \$20,000 additional to prepare. Two clerks would be required to process them for delivery to FAS.

2. World Agricultural Trade Statistics.--It is recommended that additional funds be requested for DTA (as originally proposed in the FY 1966 budget request) to purchase magnetic tapes from the United Nations, establish the compilation program, prepare and publish the tabulations, and analyze the statistical results. This program would eliminate much of the hand compilation of trade statistics now being done by FRA and FAS.

3. World Agricultural Production Statistics.--ERS should strongly urge that fundamental organizational and methodological changes be carried out in FAS in the collection and compilation of production statistics to improve the validity and availability of these data, and reduce the duplication of effort in FAS and FRA. It would be desirable to have all of this work centered in a single statistical Division. If it remains in the eight commodity Divisions, the Director of Statistics should be given sufficient authority and staff to organize and coordinate this work.

The first step in improving world production statistics is to standardize the layout and coverage of the reports submitted by the attaches. Most reports should be submitted on printed forms on which countries, commodities, units of measurement, and concepts of production would be defined and identified by code numbers. A second step would be to systematize processing of the reports in Washington to eliminate the excessive duplication which now exists and avoid the errors which now occur in the interpretation and treatment of many of the reports. Centralized processing of the data in the attaches' reports into standard tables needed by commodity and country analysts would be a realistic possibility as a solution to this problem if FAS had a strong centralized statistical office.

Although the major responsibility for world statistics of agricultural production is in FAS, there is an important role for FRA which has been recognized in FAS and should continue. This is the critical evaluation of agricultural production statistics on a country basis.

Quentin M. West
Raymond P. Christensen

FIELD OFFICES

Subtask Force 5

The general concept of a center-oriented field organization is based on the assumption that professional talent will be most productive and stimulated when working in well-equipped facilities which concentrate on significant problems of agriculture, rural development, and population. Some of the values of such a center-oriented field organization are:

1. Concentrating more of the needed resources into an organized, balanced, regional, and national attack on specific problems--rather than diffusing these resources throughout the universe of problems.
2. Concentrating on priority problems.
3. Reducing duplicative effort.
4. Providing maximum use of talent by a division of labor within the ERS community of interest.
5. Providing a ready reference for assessing progress in the solution of problems and consequently for program planning.

The concept of the center of excellence has been put into practice in many places in recent years. A notable illustration is the Research Triangle at Raleigh, N.C., which combines the facilities of three universities with the research facilities of private and governmental agencies. These organizations have become mutually

supportive. For example, the statistical institute there is available to develop statistical systems needed to complement the research of other organizations such as the Forest Service Research Laboratory. Another illustration of this concept is the Appalachian Center at the University of West Virginia.

ERS has already begun to adopt this concept in some areas; for example, the use of the Law Center at Iowa State University, the Appalachian Center, and the MED Cotton-Quality Project.

To achieve the focus suggested above, ERS should begin to reorganize along the following lines:

1. As a departure point, the field staff of each Division should be organized on a Divisionwide basis supervised at the Division level.

2. The major work areas of the Division should be assessed to determine which field facilities have the best resources (e.g., which college or other location has a major effort going in the area which parallels or coincides with the Division's major efforts).

3. Determine interdivision interests and identify joint projects which could be concentrated in the centers.

4. Develop a general plan to implement the above, with full consideration given to: (a) time requirements; and (b) the relations with land-grant colleges as discussed in the report of the Subtask Force on Relationships with Others.

We recommend that a group comprised of Division Directors or their designees under the leadership of the Office of the Administrator, including top professional staff from the field, develop the details of a plan for reorganizing the field staff as suggested above. This plan should be developed to detail, among other things, program content and location of the centers, professional staff requirements of each center, costs of establishing the centers, professional staff organization and work relationships, support requirements, relationships with Washington personnel, and the number of offices or field headquarters required in the area of the several centers.

The plan should also be prepared to estimate or project what it would take to have the center concept in operation by the beginning of FY 1968. This assessment should account for such things as mobility of present staff, and negotiations and agreements with land-grant colleges, which would be the loci of the centers, as well as problems of restating existing agreements with the colleges. We recommend that the preliminary plan be prepared and submitted to the Administrator by October 1, 1965.

Appendix II shows the present location and current primary work assignment of ERS professional staff in the field.

Charles F. Kiefer
John H. Southern
Charles J. Leman

PUBLICATIONS

Subtask Force 6

Publications are the chief way in which the results of ERS research are made known, and the main basis by which the value of this work is judged. Thus, publications

are not only an integral part of the research program, but also are the chief means by which the agency establishes its relations with the public. Because of their importance, we feel that a hard, critical look at ERS publications is long overdue.

Although most professionals in ERS spend a considerable portion of their working hours collecting, analyzing, and writing information that will be published, actual costs of printing are less than 2 percent of the total appropriation. This is shown in the following tabulation that gives the printing and mailing costs of all ERS publications requisitioned in FY 1964.

<u>Report</u>	<u>No.</u>	<u>Cost</u>
USDA Series	95	\$ 74,446
ERS Series	135	17,808
Speeches	91	6,861
Yearbook separates	36	1,459
Periodicals*	140	60,289
Total	<u>497</u>	\$ <u>160,863</u>

*Does not include Agricultural Economics Research or Farm Index.

We made our study in two parts. The first analyzes the nonperiodic research publications as to length, detail, duplication, and timeliness. We also looked at our popular publications, examined some new developments in the publication, storage, and retrieval of information, and studied the review and clearance procedures of each Division.

The second part of the report examines the feasibility of substituting a monthly review-type magazine for many of the situation and other periodical reports now being published.

Research Publications

The publications of two ERS Divisions issued during FY 1964 were reviewed to ascertain the following:

1. Was there duplication of material published?
2. Could the publication have been shorter?
3. Was the publication too detailed?
4. Were data timely?

Three senior editors of the Division of Information, OMS, were asked to examine each publication and record their judgments on these questions.

Approximately 17 percent of all the publications reviewed were duplicated in part by previous reports, published either by land-grant institutions or the Department. The degree of duplication was not considered; only the fact that a publication did contain previously released information.

One of the outstanding findings of the review indicated that ERS manuscripts for the most part could be considerably reduced in size. Approximately 59 percent of the manuscripts, based on the judgment of the reviewers, could have been shorter without materially detracting from the value of the manuscript. They contained too much detail which did not substantially contribute to the overall betterment of the publication.

The time lag between the collection of data and release of findings has been a bothersome problem to all professional research workers in ERS. Review of publications showed that 34 percent of them contained data which were not timely.

"Timely" was defined as a period of no longer than 2 years between the collection of data and the release of the publication.

The reviewers were asked to make any other comments they deemed appropriate relative to the publications examined. In some instances, there appeared to be too many source references. A question arises as to the extent to which source references should be utilized in an ERS report.

Another question arises as to whether a shorter publication should follow a longer one on the same subject, making for extensive duplication. If a shorter publication is deemed appropriate, it would appear practical to confine it to a review and implication of results.

In some short reports, it was found that a listing of tables was given. This practice would appear to be unnecessary in most cases. Along this same line, it is suggested that authors examine the appendix in each report to make certain it is an asset and necessary for inclusion as part of the report.

In some instances, publications issued separately might be more useful if they were compiled into one comprehensive, well-prepared report. Fragmenting publications should be discouraged under most conditions. Also, reports that are issued individually by States might be considered for grouping for release as a regional report.

When an individual makes a speech based on a publication, there is no need to duplicate the speech. But the speaker should give reference information for the published material. This will permit interested persons to request the publication.

Popular Publications

ERS has placed little emphasis on popular publications as a means of disseminating research results. We are now stocking only 27 of these publications and few new ones are being added each year.

We believe that the popular publication is an excellent means of presenting to the general public the results of broad areas of research which is of permanent or long-time practical value. They also have the added advantage of building good public relations for the agency. The 27 publications now in stock have been printed in editions from 10,000 to over 400,000 (including reprints and revisions) and for most of them several thousand are being distributed annually.

We feel a stronger effort to carry results of research to the public through popular publications would be worthwhile.

New Developments in Scientific Publication

The proliferation of scientific literature in the postwar period has placed enormous demands on the facilities for the storage and retrieval of information. Traditional procedures for publishing and cataloging scientific research results have proved inadequate. They may soon be obsolete as emphasis shifts to electronic computers, new copying machines, and centralized documentation services.

We believe that the long-run future of the ERS publication program must be viewed in the light of the rapid technological developments taking place in this field. Time did not permit an in-depth study, but we did visit the Clearinghouse for Federal Scientific and Technical Information, which is being operated by the National Bureau of Standards in nearby Virginia. The Clearinghouse has incorporated several

Popular Publications of ERS

Series and number	Title	Date of issue and latest revision	Total printing to date	Current annual distribution, March 1964/1965
AH-275	Handbook of Agricultural Charts, 1964	9-64	14,000	13,926
Farmers' Bulletins:				
1961	Getting Started in Farming	11-44 Sl. rev. 1962	412,000	9,966
1965	Planning the Farm for Profit and Stability	2-45 Sl. rev. 1965	256,930	11,530
2110	Hospitals for Rural People	6-57 Rev. 1963	80,000	3,500
2135	What Young Farm Families Should Know About Credit	6-59 Sl. rev. 1965	117,000	11,925
2137	Insurance Facts for Farmers	7-59 Sl. rev. 1965	135,000	17,536
2150	Safeguard Your Farm Against Fire	9-60	80,000	4,514
2161	Your Farm Renting Problem	6-61	65,000	1,870
2162	Your Farm Rent Determination Problem	6-61	55,000	3,075
2163	Your Farm Lease Checklist	5-61	65,000	2,150
2164	Your Farm Lease Contract	6-61	50,000	2,600
2167	Family-Farm Records	6-61	90,000	11,150
2178	Part-Time Farming	12-61	65,000	11,793
2179	Father-Son Agreements for Operating Farms	12-61	65,000	5,625
Leaflets				
375	Fire Departments for Rural Communities: How to Organize and Operate Them.	10-54	54,000	4,430
427	Planning Farm Machinery Replacements	11-57	80,000	7,085
432	Where and How to Get a Farm: Some Questions and Answers	5-58 Sl. rev. 1962	90,000	14,900
510	Zoning for Rural Areas	4-62	90,000	11,275
Marketing Bulle- tins				
5	Egg Prices and Factors That Influence Them	4-60	40,000	260
18	Food Is a Bargain	5-61	100,000	285
22	Convenience Foods in the Grocery Basket	9-62	20,000	130
Misc. Publ.				
738	Food Transportation and What it Costs Us	11-56	50,000	510
836	Your Cash Farm Lease	6-61	55,000	4,200
837	Your Livestock-Share Farm Lease	6-61	50,000	3,608
838	Your Crop-Share-Cash Farm Lease	6-61	60,000	7,980
856	Food Costs: Retail Prices, Farm Prices, Mar- keting Spreads	4-61	50,000	100
920	How to Use Farm Income Statistics	4-63	10,000	300

innovations into its document handling, including microprinting, order processing, inventory control, indexing, and publication preparation.

Here are features of the Clearinghouse operation of most interest to ERS:

1. Documents received at the Clearinghouse are photographed on microfiche, a sheet of microfilm 4'' by 6'' in size on which can be placed up to 72 pages of a document.

2. The documents are abstracted and cataloged. This information is placed on paper tape, which will be converted to magnetic tape when electronic equipment is available.

3. A Governmentwide index to scientific literature is planned. Indexes of literature for particular fields also are compiled.

4. Documents stored on microfiche can be purchased from the Clearinghouse in hard copy (blowback), at 60 percent of the original copy size. Prices range from \$1 for documents of 1 to 25 pages, up to \$7 for those of 300 to 400 pages.

The Clearinghouse is not now using automated data processing but plans to install the equipment in 1965. This will enable the center to search its collection automatically to prepare special bibliographies and fee literature searches. By the end of this year, duplicate magnetic computer tapes containing the necessary document retrieval data for do-it-yourself literature searching will be available.

The Clearinghouse is planning to provide information about unclassified Government-sponsored research and development projects currently underway, beginning in July of this year.

None of the scientific literature of USDA, or the State agricultural experiment stations is being handled by the Clearinghouse.

An operation such as that of the Clearinghouse offers certain definite advantages. Use of the microfiche would greatly reduce storage requirements. For example, two 4'' x 6'' file drawers will accommodate 1,500 microfiche, each containing up to 72 document-sized pages.

Literature searching should be greatly speeded up, particularly when the computer is available.

A third interesting possibility is this: ERS could first publish its research results in summary form. Then the complete results in whatever detail is necessary could be placed on microfiche. Those wanting the full report could order it at low cost. This should substantially reduce the cost and greatly speed up publication of research results.

Review and Clearance

We asked the Division Directors of ERS to submit a brief description of the procedures by which research manuscripts are reviewed and cleared in their Divisions. We believe that we can safely state, unequivocally, that our procedures are thorough.

Generally, the following steps are followed in most of the Divisions:

1. Premanuscript review:

(a) Approval of publication project -- usually reviewed and cleared by Section Head, Branch Chief, Division Director, and by the Deputy Administrator under the Publications Control Program.

(b) Periodic review of publication plans by Branch Chief, Division Director, and Deputy Administrator.

(c) Formal and informal consultations by author, with his supervisor, and possibly Branch Chief and Division Director, before preparation of manuscript begins.

2. Review and clearance of manuscript:

(a) Review by research leader.

(b) Review by Branch Chief.

(c) Review by Division Director or Deputy, or both.

(d) Review by specialists in other Divisions or in other agencies in the Department.

(e) Review by Division of Information.

(f) Review of edited manuscript, for approval of editing, by author and supervisor, and sometimes by Branch Chief and Division Director.

(g) Review by Deputy Administrator.

(h) Review by Office of Information. At this time manuscripts may be cleared with agencies outside the Department, if required.

Obviously, reading research manuscripts is occupying a great deal of time by highly placed officials in ERS. One Division Director stated that in the process of clearance and review he signs his name as many as four different times.

Recommendations

Our analysis indicates that our research publications suffer from excessive wordiness, repetitiousness, and too much detail. Publication often takes much longer than is desirable, with the result that many data are out-of-date before publication. We also feel that too little emphasis is put on popular publications as a means of reaching a wider audience.

In view of this, we make the following recommendations:

1. Criteria should be developed for judging whether research should be published and in what detail.

We suggest the following as a basis for discussion:

(a) Results are worthwhile.

(b) Results are useful in problem-solving or make a significant contribution to knowledge.

(c) Results are published in no more detail than is necessary for primary recipients.

(d) Results are published once only for a particular audience.

(e) Data are timely.

These criteria imply that there is no obligation on the part of the Department to publish bad or indifferent research results or seldom-used statistics. Accountability of an agency or a Division's progress is available by other means than the number of publications made available for public dissemination. Moreover, it is not necessary to publish all background materials, all procedures, and perhaps, in some cases, all the research findings. Each Division in ERS must judge the value of the research results obtained through their respective programs and ascertain whether they are of major or minor importance, significance, problem-solving, etc. The criteria imply that all efforts should be exercised to minimize duplicate publication of statistics.

2. Emphasis on popular publications should be increased.

3. Further study should be made of the newer methods of publication, storage, and retrieval of information.

4. Further study of review and clearance procedures should be made, with a view toward reducing the time required by key officials.

Proposal for Monthly Review

In the brief time available, we did not attempt a definitive answer to the question as to whether ERS should publish a monthly review in place of individual outlook reports. However, we have checked the feasibility of this idea from several points of view.

We made the following assumptions:

1. The review would be similar in format to the Survey of Current Business -- 24 pages of text, and 40 pages of tables per issue.

2. Annual supplements would be published for most of the situation reports, usually at Outlook time.

3. A review would be a replacement for, not an addition to, most other periodic reports of ERS.

We examined all of the periodic reports now being issued by ERS as to the suitability of their contents for inclusion in a review. We decided that the review could replace the situations and the following other reports:

1. Farm Population Estimates
2. Changes in Farm Production and Efficiency (not including the 4 supplements, which might be combined into a single annual publication)
3. Balance Sheet of Agriculture
4. Farm Real Estate Taxes
5. Farm Mortgage Debt
6. Farm Mortgage Lending Experience
7. Agricultural Finance Outlook
8. Agricultural Finance Review (not including the supplement)
9. World Agricultural Situation (not including the 5 supplements, which might be combined into a single annual statistical publication)
10. Farm Real Estate Developments
11. Foreign Agricultural Trade
12. Foreign Gold and Dollar Reserves

Very rough estimates indicate that, under the publication plan assumed, a monthly review would need to provide space for about 504,000 words to include all of the text now appearing in the various reports it would replace. This compares with 288,000

carried annually in the Survey of Current Business. In other words, the text now appearing in ERS periodicals would have to be condensed by about 43 percent.

We also estimate that we publish about 1,100 pages of tables and charts in these reports each year. These should fit within space equivalent to the 480 statistical pages (annual) of the Survey of Current Business, because its pages are in smaller print.

To summarize, a monthly review, the size of the Survey of Current Business, together with annual supplements, could replace most of the individual periodic reports now being published, if the text is reduced by about one-half.

Printing Schedules

We visited the editors of the Survey of Current Business and International Commerce, both of whom publish magazines in some respects similar to the proposed monthly review. The information we obtained indicated that printing schedules could be arranged through the Government Printing Office which would satisfactorily meet our requirements for timeliness. For example, copy for the 48-page weekly International Commerce is submitted to the printer on Thursday, Friday, and Monday nights; galley proofs are available the morning following the day submitted. Pasteup is done on Tuesday, with final makeup on Wednesday at the offices of the printer. First copies are available on Thursday morning. It is, in fact, possible to submit late copy the day before the magazine appears in print.

The Survey of Current Business has a somewhat similar, though slower, schedule. The magazine is available about 1 week after the final copy is submitted. These schedules compare very favorably with those now in effect for the situation reports.

Staffing

It is impossible to estimate staffing needs until a great deal more is known about frequency of issue, amount of copy to be staff-written, clearance procedures, and many other details. International Commerce has a staff of eight information specialists, who write about one-third the contents of the magazine. The other two-thirds come from agency specialists, both in the United States and abroad. Grades range from GS-9 to GS-14.

In contrast, the Survey of Current Business does not have a separate staff. The editor also is Chief of the Division of Current Business. Two persons work approximately full time on graphics and layout work, and the editor is hiring a GS-7 Editorial Assistant to help with routine editing, which he has been doing himself. All of the copy for the magazine is submitted by specialists in the various Divisions of the Office of Business Economics. Much of the work involved in makeup, proofing, and other details is handled by the Departmental Information Office.

Our impression is that a staffing pattern between these extremes might prove best for the proposed review. Editing, layout, the writing of standard material carried month-to-month, and other matters involving the physical aspects of publication can be best handled by trained writer-editors. The nature of the subject matter would require economists on the staff.

The Survey of Current Business is published by one Division, which obtains much of the copy from the other Divisions in the agency. The editor comments that it was sometimes difficult to obtain final decision in matters under dispute. International Commerce, on the other hand, is handled by a separate staff with wide latitude. For copy submitted from the agencies, for example, the staff does not clear rewrites or editorial changes. They do not submit staff-written copy for

technical clearance. The editor takes the position "if they can't trust me they should get somebody they can." We are of the opinion that the proposed review should not be located in a program Division, because all ERS Divisions would participate in the publication.

Costs

It is not feasible to attempt to estimate printing costs at this time. Much depends on format, size of edition, type of illustration, quality of paper, proportion of text to tabular material, and other factors.

The editor of International Commerce estimates the cost of the first 1,000 copies of the 48-page magazine at \$3,000. We did not get costs of the Survey, but they are undoubtedly higher. It is larger, uses two colors, and over 60 percent of the contents are tables.

If the review replaced the reports listed above, approximately \$38,000 annually would be available for printing and mailing.

Advantages and Disadvantages

Our investigation indicates that a monthly review would be feasible from several standpoints. About as much space would be available for tabular material as is now being used. Less space would be available for text, but the committee believes that tighter writing and less detail would permit about as much information to be carried, with more effective presentation. Printing schedules and staffing requirements appear to be no obstacle.

Feasibility is not desirability, however, and we believe a much more thorough analysis is needed before ERS should decide to substitute a review for a proven, generally well-received publication program.

We believe the following are the chief advantages of a review:

1. A single, well-edited, attractively presented publication would bring greater prestige to ERS than the current publications, many of which are often indifferently written and presented.
2. A review would be more convenient to users interested in more than one commodity or subject.
3. A review would provide a more comprehensive research source.
4. A monthly publication would provide more timely release of information.
5. Greater economy and higher quality would result from a professional editorial staff.

The disadvantages are:

1. The present reports offer a more comprehensive and specialized treatment of any one subject than would a review.
2. Specialists would have less feeling of personal responsibility for a review than they have for the reports they now prepare.
3. Clearance and security might be more difficult with a review.

4. A monthly review might reduce the number of stories carried by newspapers and other media. Each of the more than 100 reports now being released is widely covered by the various news media. It is doubtful that a monthly publication would receive as much attention, unless supplementary means of release were developed.

We cannot give a clearcut answer on costs with the information now available. The estimated \$38,000 that would be released would finance a substantial publication; whether it would be sufficient for the review is moot.

Part of the answer lies in the number of copies of the review that would be needed to replace the reports that would be discontinued. For example, persons interested in vegetables now get the situation report four times a year. Under the new plan, they would get the review 12 times a year, which would give them not only information on vegetables, but on the other commodities and several other economic subjects. A thorough analysis of mailing lists is needed.

Recommendation

The committee believes that the proposed monthly review offers a number of definite advantages to ERS. We recommend a special ad hoc committee be set up to analyze this proposal and make definite recommendations.

Wayne V. Dexter
William S. Hoofnagle

RESEARCH MANAGEMENT

Subtask Force 7

The parts of the Program Evaluation Committee Report which were considered by this Subtask Force are on page 5, under the heading Research Management Considerations in ERS, and on page 6 beneath Research Project Administration. The ideas and proposals included in these sections of the report, as well as other matters related to research management, projects systems, and manpower utilization were considered. The following areas of special interest were discussed and action taken as follows:

Research Projects Systems

The report of the Brady task force on Research Projects Systems and its recommendations were discussed and considered at some length. We agreed that ERS should indicate to the Director of Science and Education its concurrence in adopting the general principle of a unified project system toward which the Department should be moving, without making commitments as to details of such a system. This concurrence was given at a staff meeting called by Dr. Brady on March 2, 1964. From discussions at the meeting, we understand that he will proceed with recommendations of the task force by developing a pilot program within the Crops Research Division of ARS. This trial effort will develop in ARS a project documentation and reporting system patterned in general after the Forest Service system, together with a pilot program in CSRS and FS concerned with development of an ADP research information system. It was agreed in the Brady staff meeting that each research agency should participate in this experimental development and have a representative available for frequent consultation in the development of the Crops Research Division system. This would keep each agency informed and would provide a means for each agency to make known its interests in

particular development problems. We recommend that a representative of ERS be designated at the appropriate time to work closely with Dr. Brady's office and ARS in the development of the pilot program, which will involve development of procedures for formal project documentation, scope, and use of annual reports, and uniform data input for an ADP information retrieval system. The ERS Divisions should be kept informed of developments as they occur.

Publications Review and Clearance

Consideration was given to the large amount of time and personnel involved in review of manuscripts and the present clearance procedures. It was agreed that the primary responsibility for manuscript review and approval should rest with the Division Director, with appropriate arrangements specified in the Division, and for necessary clearance with the Office of the Administrator. An ERS General Memorandum entitled Manuscript and Publication Development and Review, or an appropriate modification of it, is recommended for issuance by the Administrator. (See Attachment A on page 43.

Review of Division Research Programs

Members of this Subtask Force agree with the recommendation on page 6 of the Program Evaluation Committee Report that each Division and Branch conduct a review of current and proposed research projects from the standpoint of priority of program importance. There is some duplication in the report discussion on pages 5 and 6. We believe the priority review should be conducted in June in connection with the research program planning for FY 1966. An ERS General Memorandum entitled Priorities in ERS Research Programs is recommended for issuance by the Administrator. (See Attachment B on page 44.

Procedure for Evaluating Proposed Research Projects

For the future, two specific procedures were considered by this Subtask Force to improve the focus and the integration of proposed research projects. First it was agreed that all researchers should be made more fully aware of the mission and the research priorities of the agency. To accomplish this, each Division Director should develop and periodically update a specific and sufficiently detailed statement to clearly indicate the Division's mission, research priorities, and plans for carrying out the mission, given the time and resources available. Within the Division framework, each Branch should develop its mission and plan of work, including priorities. All Division professional personnel should have opportunity for their views and comments to be heard. Individual researchers and Branch Chiefs should be able to develop specific projects more readily and effectively when Division and Branch mission statements are available.

Second, to assure better use of manpower and funds, criteria for evaluating proposed research projects on a more consistent basis should be explored further. A committee of one representative from the Office of the Administrator, one from OMS, and one from each Division should be named to develop such criteria. Possible criteria used for judging a project could include:

- (1) How well the research meets Division and Branch research priorities.
- (2) Availability and capability of staff to conduct the research.
- (3) What the project will add to current or future programs.
- (4) What amount of time will be required to get usable results, and to complete the study.
- (5) Others.

The committee also should be asked to develop a meaningful appraisal scale for determining how well a proposed project meets the criteria.

Manpower Utilization

As a final step in the program review process recommended in Item 3, it is desirable to bring together certain information on manpower utilization in the various units of work throughout the Service to indicate the current or planned staffing pattern, the names of personnel assigned, and their grade levels and salaries. This information is already available in the Divisions or Branches and can be brought together in an appropriate form with a minimum amount of work. The information will be useful to ERS research managers at all levels by providing a ready reference for checking assignments and use of personnel, as well as the relative emphasis planned in different program areas. The attached draft form (Attachment C, page 45) indicates generally the kind and type of information that would be requested, together with a preliminary definition of a "unit of work." This could form a first approximation of the "unit of work" that might be used in a unified research project system as recommended by the Brady task force.

We recommend that this research and manpower work be done as a part of the work to be done under Item 3 of this report, and that the Manpower Utilization Report be submitted to the Administrator, through the appropriate Deputy, on or before July 10, 1965.

Carl P. Heisig
Raymond D. Vlasin
Robert M. Walsh
Charles F. Kiefer

Attachment A

ERS GENERAL MEMORANDUM NO.

Manuscript and Publication Development and Review

General

It is the purpose of this memorandum to outline and restate broadly the policy guidelines of the Service in the development and review of its regular research output.

The published research output of the Service is its most important product. At each stage of research investigation, analysis, and interpretation, members of the professional staff shall continue to exercise wise judgment in developing, clearing, reviewing, and submitting manuscripts and publications for release to the public.

Responsibilities

Division Directors are responsible for the effective conduct of assigned research programs in their respective Divisions. At the time that a line of research is undertaken, modified, or changed, there shall be reasonable and clear understandings with, between, and among the researcher, the investigation leader, and the Branch Chief as to the statement of the problem and project, the scope and expected duration of the research, and the probable publications outputs arising therefrom. These plans should be appropriately reviewed and approved by the Division Director or his Deputy. Periodic reviews of progress of research shall continue to be made by the Division Director or his Deputy.

Individual and team research workers are initially responsible for adequacy, sufficiency, and quality in manuscript preparation, working as required with the Division of Information, OMS. The investigation leader is expected to guide the work as it proceeds, in close consultation with the Branch Chief, and to read and review critically each manuscript destined for publication for technical adequacy, brevity, effectiveness, policy implications, and contribution to agency research program objectives. He should discuss with the Branch Chief any problems of content arising, and provide a brief note to him summarizing his reactions.

The Branch Chief shall assume the chief responsibility within the Division for the content of manuscripts and publications from his Branch. He shall advise the Division Director, semiannually, of the publications plans of his Branch. These plans, after review and approval by the Division Director, shall be discussed with the appropriate Deputy Administrator.

The Division Director and his Deputy shall make arrangements in writing for review at the Division level of all manuscripts prior to release for publication. Only in unusual cases shall the Director and his Deputy each be expected to review each manuscript. Generally, the review of the Director or his Deputy will be limited to an appraisal of the conclusions, a summary examination of the methodologies pursued, and a review of proposed distribution. The accompanying file of the Branch Chief, with the observations of the OMS editors, will provide the assurances needed for the review in depth of the manuscript from the standpoint of policy, content, style, and presentation.

Generally, the signature of the Division Director or his designee will be sufficient to clear a manuscript for publication. In some cases, the Division Director or his Deputy may wish to secure the advice and approval of the Office of the Administrator. So may the Chief, Division of Information, OMS. They shall do this with the appropriate Deputy Administrator, and, at times, with the Administrator.

Thus, it will no longer be necessary for as many key officials of the Service to read each manuscript before it is released for publication. Moreover, the provisions of this memorandum recognize formally what has existed informally as to the real responsibilities for research output. This statement also seeks to emphasize the positive values of the current Publications Control Program and for improved research management.

I feel confident of your cooperation in this matter.

Attachment B

ERS GENERAL MEMORANDUM NO.

Priorities in ERS Research Programs

As the work of the Economic Research Service grows in usefulness, it becomes increasingly important that we take stock of the priorities we have assigned to our several research and service efforts. We are now completing a comprehensive review of the work of the Service and are preparing now for FY 1966.

After the forthcoming Front Royal Conference, and during June 1965, I am asking each Division Director to conduct a review of the research program of his Division. With his associates and Branch Chiefs, he shall conduct his review using the following criteria as a guide:

1. The elimination of any undesirable duplication of effort;

Manpower Utilization Report, Fiscal 1966

For year beginning July 1

Division

Date prepared

Branch

Unit of work (Name and brief description)	Employees assigned		
	Name	Grade	Salary
Unit _____			
<u>2</u> / Extramural \$ _____			
Unit _____			
<u>2</u> / Extramural \$ _____			
Etc.			

1/ Unit of work -- an identifiable area of research and/or service work of a continuing nature, usually manned by 2 or more professionals and headed by a first-line professional supervisor. In most cases, the unit of work will correspond to the assignment of an investigation unit, research group, or section (terms used variously in the different divisions), but if the organizational unit is large and contains distinctive areas of continuing research, its work should be subdivided for reporting purposes, especially if the organizational unit contains 8 or more professional people.

2/ Indicate the dollar amount of funds to be used under contract, grant, or cooperative agreement for this activity for fiscal 1966.

2. The discontinuance of research where there is a low probability of obtaining useful results;
3. The tapering off of work where the now expected output is of decreasing importance;
4. The identification of significant research program efforts which are complementary or supplementary to efforts in other ERS Divisions;
5. The recognition of gaps existing in research;
6. The emergence of needed information on problems of national and area significance.

Using these criteria, Division Directors should array their present and proposed research line projects in a priority grouping as follows:

- A. Most urgent
- B. Highly important
- C. Regular requirement

As a part of this effort, I am requesting that you bring together certain information on professional manpower utilization. The attached form is self-explanatory. Please arrange to complete this form in connection with the program review outlined above.

I am requesting a report from each Director in response hereto on or before July 10, 1965.

PERSONNEL POLICY

Subtask Force 8

This Subtask Force reviewed and discussed the items appearing on pages 11 (8), 13(9), 13(11) and (12), 14(a) and (b) and 15(g) of the Program Evaluation Committee Report. Our findings follow:

8. Flexibility of the Professional Staff.--In fully endorsing the goal of flexibility, we suggest progressing toward this goal through recruitment, training, and counseling programs. At the same time, we recognize the necessity for balancing organizational needs and individual career desires and goals.

One of the desirable means of achieving flexibility in the professional staff is through adoption of a program of rotation, reassignment, and relocation of key research personnel. We recommend that an ERS work group be appointed to study, identify, and recommend special features of such a program, including the types of research and research leadership positions encompassed by this program, the grade levels to be involved, and the extent of geographical relocation of employees in field positions and between Washington and the field.

9. Length of Service of Professional Staff.--We recognize the significance of the data presented by Exhibit 6 of the Program Evaluation Committee and recommend that each Division Director identify, for his Division, key research management posi-

tions or research positions for which understudies are needed. Division Directors should prepare annually a roster of employees possessing the desired knowledge, skills, and experience to fill these research leadership positions, or possessing the potential to understudy such positions. Such a roster should be prepared and maintained on a confidential basis within the Division, and submitted to the Administrator for his information and use. We suggest also that the OMS Division of Personnel prepare resource materials, in addition to Exhibit 6, to aid Division Directors in implementing this recommendation.

11. Increasing Role of the Social Scientist.--We endorse fully the recommendations in this segment of the report of the Program Evaluation Committee. We recommend that the recruitment of ERS reflect these principles as soon as possible.

12. Training and Retraining.--We endorse the recommendations expressed in the report.

In reviewing recommendations of the Director of Science and Education in his memorandum of January 13, 1965, on training and scientific environment, we respond as follows:

(a) ERS should strongly emphasize the development and implementation of Items I, II, and VII of the Director's program plans.

(b) Item III.--Although not established on a systematic basis, training-type positions exist within Divisions of ERS. Due to the needs of the organization, such training positions and their location are not continuously identified and commonly known as the needs for such positions change from time to time. We recommend, however, that further study be made to determine the means of implementing this recommendation within ERS by July 1, 1965, particularly as it relates to existing agency manpower ceiling controls.

(c) Item IV.--The OMS Division of Personnel is adjusting present job descriptions of research supervisors, through addenda statements which reflect clearly the supervisor's primary responsibilities for training and retraining. Statements of this responsibility will be incorporated in new job descriptions for research supervisors. Similar action is being taken regarding job descriptions of research workers.

(d) Item V.--Points of contact for training at the agency and Division levels have been selected. Two memoranda are being prepared for the Administrator's signature:

(1) To the respective contacts for training, outlining their duties and responsibilities, as well as providing guides for implementing and maintaining the ERS career development program; and (2) to all ERS employees advising them of Division contacts for training, and giving the elements of the ERS career development program.

(e) Item VI.--As in the past, ERS continues to provide opportunities for research personnel to participate in the development of seminars and workshops. Currently, research personnel are helping to develop plans for the ERS National Conference. In addition, steps are being taken to involve the younger researchers in Division and Branch staff meetings. We conclude that full implementation of this recommendation in Item VI requires daily attention by all research supervisors.

In addition, we need to encourage attendance at meetings of professional associations and societies, particularly by the younger research employees. We recommend that the agency's policy in this regard be reexamined and ways be explored to encourage more attendance by younger research workers at meetings.

(f) Item VII.--Existing supervisory development programs for research personnel, as well as the recently initiated OMS Supervisory-Self Development Seminar, were discussed. We recommend that ERS utilize initially the OMS Supervisory-Self Development Seminar, with necessary modifications, and that 15 research supervisors, GS-12 through 14, be selected from among ERS Divisions to participate in such a seminar. Upon completion, evaluation and appraisal of the conduct of the seminar, in terms of meeting the program needs of ERS, should be made, with a determination of the desirability of continuing this type of supervisory development program.

In addition, we believe there is a similar need within ERS for a supervisory development program for research support personnel (e.g. statistical assistants) at the GS-9 level.

Other Areas

We also discussed items (a), (b), and (g) on pages 14 and 15 of the report. We suggest that further strengthening of the professional and clerical esprit de corps can be achieved through: (a) More widespread discussion of the mission and organization of ERS and the Division programs, and of significant research projects being conducted; (b) recognizing employees for tasks well done and research contributions being made; and (c) involving to a greater extent research personnel, particularly those at the junior professional level, in agency, Division, Branch, and Section staff meetings, program planning sessions, career counseling and utilization interviews, and employee development and training sessions.

We also believe there is a need for clarifying ERS policy regarding arrangements under which members of the professional staff of the domestic research Divisions are free to undertake research assignments in foreign research areas.

Carl P. Heisig
Glen T. Barton
James P. Cavin
Joseph P. Findlay
Albert T. Greatorex
Kenneth E. Ogren

AGREEMENTS, CONTRACTS, AND GRANTS

Subtask Force 9

This Subtask Force considered many of the issues and problems of research administration associated with its assignment. We checked an inventory of the several documents used by ERS professional personnel in the broad area of contract-type research.

This inventory of FY 1965 contracts, agreements, grants, and the like discloses the following:

There are 51 Master Memorandums of Understanding, initially executed in 1957 when part of economic research was handled by ARS, which have been amended to show ERS as the principal.

There are 31 Memorandums of Understanding, many of which were executed recently, and some in previous fiscal years.

There are 67 Cooperative Agreements, some dating from 1957-58.

There are 28 Active Contracts under the Research Marketing Act.

There are 25 PL 480 Contracts in effect.

There are 13 PL 480 Grants in effect in the foreign research area and 2 Grants in the domestic area.

There are 57 Interagency Agreements of varying types in effect.

We recognized both the historical development and current usefulness of this wide variety of research tools. These instruments serve many purposes in research administration. The large number is ample evidence of growth and complexity in performing economic research.

We believe there is need to keep and strengthen these arrangements. In this connection, we noted the action taken several months ago to review the overhead allowances on contract research. We also took note of the contract floor on appropriated funds, and its historical basis, and found no reason to alter these arrangements.

This Subtask Force feels it would be useful to acquaint ERS research managers with the wide variety of administrative documents being used. It may be possible to reduce gradually the number of types of these documents, without impairing research objectives. It may be possible to consolidate some of the various agreements outstanding with the same institution. It may be desirable to consider the usefulness of one or two continuing agencywide agreements with the several institutions with whom ERS enjoys good relations, in lieu of the multiplicity of arrangements that now exist.

We also believe that an extension of formal contract research in the domestic area, much beyond existing levels and commitments, is of limited value but that the program must be designed to retain maximum flexibility.

This Subtask Force recommends that this report be assigned to Subtask Force 10 for further discussion and recommendation.

Charles F. Kiefer
Kenneth L. Bachman
Melvin L. Upchurch

RELATIONSHIPS WITH OTHERS

Subtask Force 10

We reviewed the statement on page 14 of the Program Evaluation Committee Report and agreed in general that relationships between ERS and other groups, both within and outside the Department, are good. Continuing efforts by ERS personnel in developing and maintaining good working relationships with other groups are essential for effective operations and performance.

Several areas of special interest were discussed as follows:

1. Relationships are good between ERS and cooperators in the State experiment stations. But these could be quickly upset if our present field staff arrangements are changed drastically to the dissatisfaction of station directors and heads of departments of agricultural economics. Land-grant college relationships should be one of the important considerations in deciding on any major field staff changes. This applies particularly to FPE, ME, and RDE.

2. The question of what authorities are reserved by the Administrator in connection with relationships with other agencies was discussed at some length. The consensus was that chief reliance has been and must continue to be placed on the good judgment of individual ERS people at whatever level in discussions with other agencies or groups as to intergroup arrangements and commitments.

We agreed, however, that consideration should be given to preparing and issuing a more explicit statement of ERS policy on relationships with others than now exists. This would give special attention to indicating reservations of authorities by the Administrator, most of which may be implied or generally understood, but not specifically stated--such as budget and fund discussions and commitments, assignments of ERS staff to other agencies, and preparation of cooperative agreements. Correlative responsibilities of the Office of the Administrator to keep the Division Directors informed were discussed.

3. Some problems exist in the two foreign research Divisions relative to contacts with the Office of the Assistant Secretary for International Affairs and the two constituent Services, FAS and IADS. Requests for work perhaps too often go directly to ERS or FAS Divisions, without being channeled through the Office of the Administrator. Consideration should be given to possible ERS representation at staff meetings of the Assistant Secretary for International Affairs, similar to present arrangements between the Administrator's Office and the Director of Science and Education.

4. The need was expressed, though no action taken, on the development of policy criteria for acceptance of funds from other agencies, both within and outside the Department, and for seeking such funds. We recognized that, in some instances, fund arrangements developed are closely related to the ability of ERS to obtain appropriations. A related problem that occasionally arises concerns publication of research results of work done under transfer or reimbursement funds.

5. We suggest the desirability of having alternating ERS staff meetings -- with the larger group as now constituted and a smaller group composed of Division Directors and representatives of the Administrator's Office -- so that regular opportunity is provided for discussing such problems as relationships with other agencies that are not appropriate for discussion in the present larger staff group.

Carl P. Heisig
Wilhelm Anderson
Kenneth L. Bachman
James P. Cavin
Kenneth E. Ogren
Harry A. Steele
Melvin L. Upchurch

OUTLOOK AND OUTLOOK CONFERENCES

Subtask Force 11

This report refers to Item c on page 14 of the report prepared by the Program Evaluation Committee. This item reads as follows:

"There is a continuing need to review the arrangements of the Annual Outlook Conference. Outlook work is a cornerstone of the Service. The needs of the farmers and the general public can be met in a wide variety of ways and it seems sensible to inquire whether the present pattern of meetings, papers, and Conference best serves a rapidly changing agriculture."

A National Agricultural Outlook Conference has been held each year since 1923. This year's Conference will be the 43rd. It provides a comprehensive survey of the general economic situation, both here and abroad; the outlook for farmers and farm households as a group; and the outlook for each of the major farm commodities. In addition, sessions dealing with special topics of current interest, such as consumer problems, population problems, and the poverty problem are included whenever this seems indicated by recent research results and the availability of personnel to present these special papers.

The Outlook Conference has gone through several phases. Initially, it was a major source of outlook materials designed to meet the needs of the State extension specialists. During the middle and late 1930's, more emphasis was given to the operations of the current farm programs and analysis of alternative ones. Toward the end of World War II, and throughout the postwar period, other groups concerned with agriculture have found the Outlook Conference to be a valuable source of information on many aspects of the farm economy. These include foreign agricultural attaches; agricultural economists at the Federal Reserve Banks; processors of farm commodities; and firms that sell to farmers, such as farm equipment manufacturers.

At the same time, facilities for getting current outlook information to the State extension specialists have improved. The National Conferences have been supplemented by earlier regional ones, such as the Midwest Outlook Conference held annually each August. Thus, for this group, the Outlook Conference has become somewhat less important as a source of outlook materials, per se, but has become more important as a broad educational device in which research materials dealing with other aspects of the farm problem are presented. Last year's program devoted to the world food budget is an example.

Conclusions and Recommendations

1. Although the character of the Outlook Conference has changed, it still has wide public interest and acceptance and should be continued as long as this is evident.

2. Even greater emphasis should be given to programs that will broaden the economic education of the participants and provide them with the results of recent research investigations on various aspects of the agricultural problem.

3. At the same time, less emphasis should be placed on the individual commodity sessions, though it is not clear whether this might best be done by dropping some each year, or by having sessions that will cover larger groups of related commodities.

4. Some attempt should be made, perhaps simply by letter, to obtain the views of the public participants in the Conference as to improvements that might be made in its scope and content.

5. It would be worthwhile to encourage the attendance of State workers concerned with agricultural economics or marketing, other than those employed by the State Extension Services.

Of course, ERS is not the only interested agency. Final decisions on changes in the Conference also will depend much on the views of extension and ARS personnel who organize and participate in a portion of the program. The Chairman of this Subtask Force has already brought the problem to the attention of the appropriate people in FES, though no specific deadline has been set for a reply. Perhaps this could be completed as part of the regular FES evaluation program following the 1965 Conference. ARS people in charge of the consumer and family economics program at the Conference are currently examining its usefulness in terms of their needs, and we should have the report of this group fairly soon.

James P. Cavin
Kenneth E. Ogren
Quentin M. West
Melvin L. Upchurch
Bushrod W. Allin

MARKETING AND CONSUMER ECONOMICS

Subtask Force 12

The Program Evaluation Committee recommended that some change in the structure and program of ME be carefully explored. This we have done through discussions with Bennett S. White, Jr., CSRS, Winn F. Finner, SEG, and Frederick V. Waugh, ERS, all of whom have been prominent in marketing economics research. The questions raised by the Committee also were reviewed by selected ME staff members and with the Branch Chiefs. The Branch Chiefs gave special attention to the report and recommendations made by the Economics Research Advisory Committee on marketing economics at its December 1964 meeting. The reactions and recommendations that follow represent the consensus of these discussions.

There are perhaps at least three alternatives:

1. A Division restructuring along functional areas similar to that suggested by the committee
2. A Division restructuring along commodity areas
3. An admixture of commodity and functional areas (the present organizational structure)

The Program Evaluation Committee commented on the "mildly expressed criticisms" as to the admixture of commodity and functional research areas and the ensuing research emphasis and output, and further that the view of the critics was that some of the work being done among the different Branches as presently constituted is repetitive and overfragmented. The Committee stated "that these views of a critical character are considerably exaggerated," but the Committee apparently made no judgments on its part as to the validity of these views.

A study of the organizational history of USDA reveals that there have long been discussions and disagreement as to the merits of functional versus commodity organization. A review of the organizational directory of USDA shows that ARS, FCS, FES, FAS, and C&MS all have Branch or Division commodity organizations. These include both research and marketing program agencies. Subtask Force 1, Integrating Commodity Analysis, concluded that the present arrangements for commodity specialization within ERS were satisfactory and that any combination, such as putting all commodity research in one unit, did not appear to be desirable.

Both commodity and functional organizations have peculiar advantages and disadvantages. If functional problems are to be effectively handled, commodity research must be conducted and specialists must be available for consultation whether directly under the name of commodity research or disguised under a functional heading. The present functional Branches in ME have a large proportion of commodity projects. There is no conclusive evidence that research programs in the commodity Branches are any more (or any less) "repetitive" and "overfragmented" than are the research programs of the functional Branches, however overfragmentation may be defined.

With respect to consumer aspects of marketing, most of the entire research program of the Division affects and is relevant to consumer interests and problems. It would be difficult to decide what specific projects or groups should make up "consumer aspects of marketing" as a special field of research within the Division. The Division does have one researcher whose special responsibilities are to conduct research pertaining to activities of consumers in the marketplace. Also, this individual has the responsibility to coordinate and provide information of special interest to consumers based on the information available from all research projects in the Division.

The review committee emphasized that we need comprehensive studies in interregional competition, such as those for which a special task force was formed to study price location differentials for wheat and other grains. The leader of our Transportation Economics Group has been nominated to a proposed ERS task force that would promote more work across Division lines in this area. The development of spatial equilibrium models should include both demand and supply functions, as well as transportation, processing, and storage functions; and this definitely involves inter-divisional cooperation.

The Committee suggested that a restructuring of ME into functional Branches might improve the image of marketing research in the Service. This may be true. However, if this were the only reason, this may be a questionable basis for incurring the direct and indirect costs associated with a major reorganization.

The restructuring into functional Branches does not automatically provide for improved research emphasis and coordination or break down the high degree of specialization that may be true of some researchers. The important marketing problems do not separate into specific functional areas. A research project that considered only problems of market structure without those of costs and efficiency, interregional competition, and the impact of product innovation likely would be seriously lacking in its conception. Specialization of researchers by functional areas can be as limiting as specialization by commodities. It is not likely that an organization by functional areas will by itself bring about projects with "broad implications bearing on total marketing problems confronting American agriculture."

It is possible within the present organizational framework to place a continuing emphasis on improved coordination of a research program. This is being done through the use of Division research coordinators and the use of task force groupings to work on specific problems. A part, but not all, of our research personnel can be used this

way. An example is the Project 1964 activity begun last year, which has produced some exceedingly useful results. In addition, there is much material in manuscript stage that will provide further reports on a Divisionwide basis. Currently, a researcher in the Basic Research Group is developing an overall summary of these reports. Division task forces are operating in a second area--preparing the extensive data and analyses requested by the National Food Commission. These types of activities bring researchers from different commodity and functional areas together and can help break down any high degree of specialization on the part of any individual. With respect to specialization, there are many examples of researchers in ME moving between Branches.

Personnel resources in ME are being concentrated on a smaller number of projects so that more resources can be assigned to each area of work. During FY 1964, the number of line projects was reduced from 171 to 144. The number of line projects active now is 130. With respect to line project review, the Division recently began the use of ad hoc committees composed of researchers from various Branches in the Division and often from other Divisions in ERS and other interested agencies to critically review proposed line projects. This can help set up the basis of communication across Branch and agency lines during the development of a line project. For example, the review of a commodity project from one of the functional Branches includes a commodity specialist from one of the commodity Branches.

The requirements of the Commodity Research Advisory Committee secretariat have tended to magnify the actual commodity specialization within the Division because of their insistence on assigning manpower to a large number of different commodity areas. For example, for reporting purposes, the personnel assigned to a comprehensive study of the changing structure of fruit and vegetable wholesale markets had to be further subdivided into areas such as citrus fruits, deciduous fruits, potatoes, etc. To make it administratively more efficient to provide the information on a commodity basis, the Division's multiple-use report and working materials for the advisory committees in 1964-65 were prepared on commodity Branch lines rather than on the work areas previously used. This simplified the preparation of these reports within the Division, but it created misleading impressions from review groups such as the Economics Research Advisory Committee. We recommend that next year the Division prepare its multiple-use report and advisory committee materials on a subject-matter area basis. This will require discussion and approval from the advisory committee secretariat.

Finally, any proposed restructuring of the Division should be considered in relation to the history of the reorganizations over the last decade that have involved the present Division.

I. 1954 - An "external" reorganization that established the Division of Marketing Research with four Branches. The present Division was located in the Organization and Costs Branch with its nine Sections, in three of the four Sections of the Market Development Branch, and in parts of the Transportation and Facilities Branch. These various units were brought together mostly from the Division of Marketing and Transportation Research, BAE, and various commodity branches of the P&MA. For the most part, the research program of these commodity branches in P&MA was of a markedly different character than that carried on in BAE.

II. 1958-59 - "Internal" reorganizations--the Branches in the Marketing Research Division became Divisions. The nine Sections of the former OC Branch were collapsed to three Branches, and three Sections of the former MD Branch were structured into two Branches.

III. 1961 - An external reorganization established ERS and brought together the three Branches of the Marketing Economics Research Division, two Branches from the Market Development Division, and parts of the Transportation and Facilities Research Division into three functional and two commodity Branches.

IV. 1963-64 - Internal reorganizations--the Crops Branch was divided into two Branches. The former administrative-unit Sections have been replaced by research groups. Also, in three of the six Branches, the present structure has evolved into a Branch Chief and Assistant Branch Chief with research leaders but no formal research groups. The aim of these changes is to give maximum flexibility and use of resources within the Branch and reduce unnecessary administrative work.

The scars of all of these reorganizations have not fully healed. New wounds no doubt would be opened through a major restructuring into all functional or all commodity Branches. The other alternative is to concentrate on gradual adjustments in organization and with it to try to achieve the maximum flexibility in use of personnel on as Division-wide a basis as possible, as well as across Division lines.

Kenneth E. Ogren

APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES Resource Development Economics Division

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 12	LeRay, N. L., Jr.	ERS-144 Res Agr Econ	Area Econ Dvlmnt Br Appalachian and N.E. Area Dvlmnt Invest	Ithaca, N.Y.	9-64	To do co-op res with State expt sta; on Appalachia res team in problems of declining rural areas	Dynamics of physical and human resource use in specified areas
110 12	Vacancy	2319 Agr Econ	do.	Raleigh, N.C.	---	To serve on Appalachia team and work co-op with State expt sta	Anal of econ dvlmnt, structure, and areas of potential growth in Appalachia
110 11	Vacancy	2494 Agr Econ	do.	Raleigh, N.C.	---	do.	do.
110 12	Fuller, T. E.	2400 Agr Econ	do.	University Park, Pa.	7-57	To do co-op res with expt sta on econ dvlmnt of Appalachia	do.
110 12	Walrath, A. J.	ERS-1386 Agr Econ	do.	Blacksburg, Va.	8-57	do.	Dynamics of physical and human resource use in specified areas
110 12	Coltrane, R. I.	2324 Agr Econ	do.	Morgantown, W. Va	7-62	To do co-op res on Appalachia with Appalachian Institute at Univ. of W. Va.	Anal of econ dvlmnt, structure, and areas of potential growth in Appalachia
110 11	Dillman, B. L.	2480 Agr Econ	do.	Morgantown, W. Va	2-64	do.	do.
110 12	Vacancy	2266 Agr Econ	do.	Morgantown, W. Va	---	To serve on Appalachia res team at Univ. of W. Va.	do.
110 11	Green, B. L.	ERS-1634 Agr Econ	Northern and Western Area Dvlmnt Invest	Lafayette, Ind.	9-62	To do co-op res in econ dvlmnt in Cornbelt	Resource adjustments to provide income from private outdoor recreation enterprises
110 13	Loomis, R. A.	2673 Agr Econ	do.	East Lansing, Mich.	9-59	To do co-op res in area econ dvlmnt and part-time farming for Upper Lake States	Anal of factors affecting resource adjustments in low-income rural areas in Mich.
110 13	Bird, R.	ERS-1536 Res Agr Econ	do.	Columbia, Mo.	1-56	To serve on res team on econ problems of Ozarks and work co-op with expt sta	Evaluation of rural resource use and potentials for econ dvlmnt -- low-income areas in Mo. and adjoining States
110 11	Holmes O. W., Jr	2556 Agr Econ	do.	Columbia, Mo.	6-64	do.	do.
110 11	Owens, G. P.	ERS-2120 Agr Econ	do.	Columbus, Ohio	12-61	To do co-op res on econ dvlmnt and farm recreation of S. E. Cornbelt	Econ appraisal of opportunities for outdoor recreation enterprises on farms in S.E. Ohio

Continued--

APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Resource Development Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 13	Jordan, M. F.	2796 Agr Econ	Southern Area Dvltmt Invest	Fayetteville, Ark.	8-61	To do co-op res in area econ dvltmt recreation and poverty in Ark. and Okla. Ozarks	Evaluation of rural re-source use and potentials for econ dvltmt--low-income areas in Ark. and adjoining States. Appraisal of alternative means of econ dvltmt of local rural areas
110 12	Crecink, J. C.	ERS-1396 Agr Econ	do.	State College, Miss.	7-57	To do co-op res with expt sta--econ dvltmt and low-income problems of Upper Coastal Plain	Opportunities for adjustments of farms and families in low-income areas in Miss. Appraisal of alternative means of econ dvltmt of local rural areas
110 13	McElveen, J. V.	ERS-1778 Res Agr Econ	do.	Clemson, S. C.	8-62	To serve on res team at Clemson Univ on econ dvltmt and poverty in S. E. Coastal Plain	Evaluation of alternative dvltmt opportunities in low-income rural areas. Appraisal of alternative means of econ dvltmt of local rural areas
110 12	Stahl, J. E.	2629 Agr Econ	Land and Water Br Resource Incom Distr Invest	Ames, Iowa		Iowa State Univ. has national leadership on project	Interrelationships of tenure, econ growth, and income distribution
110 12	Hedrick, J. L.	2654 Agr Econ	do.	Raleigh, N. C.	9-60	To do co-op res with N.C. State Univ. on tobacco allotments	Lab studies of econ inter-relationships of land tenure and tobacco allotments
110 12	Blase, M. C.	ERS-1539 Agr Econ	Land Use Invest	Ames, Iowa		Inactive	LWOP 4-20-65
110 13	Hutchins, W. A.	ERS-1314 Agr Econ	Resource Tenure Institutions Invest	Berkeley, Calif.	1912 or 1915	To do res on specified project	Legal aspects of water rights in West
119 5	Greenman, J. A.	2874 Econ Asst	do.	Gainesville, Fla.	12-64	To do res on Fla. Water resource districts	Res on Eastern water law
110 13	Harris, M. D.	ERS-1274 Agr Econ	do.	Iowa City, Iowa	12-54	To work at Agr Law Center, Iowa State Univ.	Legal res and econ appraisal and res in N. Central region
110 9	Boxley, R. F.	2730 Agr Econ	do.	East Lansing, Mich.	9-64	To do co-op res with Mich. State Univ.	Res on alternative approaches for owning or controlling farm resources
110 13	Ellis, H. H.	ERS-1401 Res Agr Econ	do.	Madison, Wis.	2-62	To work with law and agr. staff of Univ. Wis.	Res on water laws in East, and res and review of contract studies by Univ.
110 13	Anderson, R. L.	2713 Res Agr Econ	Water Use Invest	Fort Collins, Colo.	6-59	To work in typical mountain State on water valuation problems	To determine water values for agr and other purposes in Mountain States

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Resource Development Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 12	Miller, S. F.	2773 Agr Econ	Water Use Invest	Corvallis, Oreg.	9-61	To do res on supplementary irrig in Willamette Valley	Water values for irrig in Willamette Valley, and planning methods for river basin res
110 12	Rose, G. D.	2150 Agr Econ	do.	Madison, Wis.	8-64	To coordinate NC-57 Regional Project	Res on irrig trends in N. C. States, water pollution and coordinating regnl study on agr water use
110 13	Atherton, J. C.	2350 Supv Agr Econ Ldr	River Basin and Watershed Br Great Plains Basin Programs	Stillwater, Okla.	10-51	To do res at satisfactory and advantageous location	Interagency surveys of river basins--collects and analyzes data for (1) evaluation of water problems, (2) formulation of programs, and (3) benefit-cost appraisals. Also directs resource cons and devlmt prog and watershed prog
110 13	Holm, P. L.	2658 Agr Econ	do.	Lincoln, Nebr.	8-64	To do res at centrally located area	ERS rep on USDA field party for econ anal of Mo. River Basin to determine water resource devlmt needs
110 11	Thiemann, O. P.	2628 Agr Econ	do.	Lincoln, Nebr.	6-64	To do res in area close to Nebr. State Univ. and office of SCS staff	Devlmt of coefficients of flood damage to growing crops and improved methodology
110 11	Putnam, J. W.	2720 Agr Econ	Great Plains Basin Programs	Lincoln, Nebr.	9-62	To do res in central location close to co-op	ERS staff member on Mo. River Basin survey
110 9	Bellinger, M. D.	2856 Agr Econ	do.	Lincoln, Nebr.	12-64	do.	do.
110 11	Erickson, M.	2817 Agr Econ	do.	Temple, Tex.	6-64	To do res in central location--USDA Planning Party	Collection and anal of econ data for evaluation of water resource devlmt project in Sabine River Basin
110 13	Ehlers, W. F.	2596 Supv Agr Econ Ldr	N. E. Basin Programs	Upper Darby, Pa.	8-62	To do res in central area, close to co-op	Collects and analyzes econ data for (1) evaluation of water problems, (2) formulation of programs, and (3) benefit-cost appraisals. Also directs resource cons devlmt prog and watershed prog
110 11	Swope, W. M.	2253 Agr Econ	do.	Upper Darby, Pa.	6-63	do.	Econ anal of water resource devlmt in Susquehanna River Basin

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Resource Development Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 9	Parks, J. R.	2252 Agr Econ	N. E. Basin Programs	Upper Darby, Pa.	2-65	To do res in Central area, close to co-op	Econ anal of water resource dvlpmnt in Susquehanna River Basin
110 9	Sandretto, C. L.	2274 Agr Econ	do.	Durham, N. H.	6-64	Univ. of N. H. USDA Planning Party	Econ anal of water resource dvlpmnt in Conn River Basin. LWOP NTE 6-16-65.
110 9	Harrington, D. H.	2274ai Agr Econ	do.	Durham, N. H.	6-64	do.	Econ anal of water resource dvlpmnt in Conn River Basin
110 9	Hunt, C. S., Jr.	2397 Agr Econ	do.	Ithaca, N. Y.	9-63	Cornell Univ. Proximity to other ERS reps	Econ anal of water resource dvlpmnt in Genesee River Basin
110 12	Jansma, J. D.	2639 Agr Econ	do.	University Park, Pa.	5-64	To work co-op with Univ. Dept of Agr Econ and Land and Water Res Institute	Appraisal of impacts of watershed projects on local econ
110 9	Long, B. F.	2486 Agr Econ	do.	University Park, Pa.	2-64	do.	do.
110 13	Cotner, M. L.	2420 Supv Agr Econ Ldr	Northern Basins Programs	East Lansing, Mich.	11-63	Central to work area-- Mich. State Univ.-- Good office arrangements	Collects and analyzes econ data for (1) evaluation of water problems, (2) formulation of programs, and (3) benefit-cost appraisals. Also directs resource cons and dvlpmnt prog, and watershed prog
110 13	Heneberry, W. H.	2626 Res Agr Econ	do.	East Lansing, Mich.	7-64	do.	Asst Section Ldr
110 11	Miller, W. T.	2668 Agr Econ	do.	East Lansing, Mich.	7-64	do.	Econometric anal of data for Ohio River Basin plan for comprehensive water resource dvlpmnt
110 11	Easter, K. W.	2805 Agr Econ	do.	East Lansing, Mich.	11-64	To do res in Section Ldr's office	Econometric anal of data for the Miss. River Basin plan for comprehensive water resource dvlpmnt
110 11	Hostetler, J. E.	2401 Agr Econ	do.	East Lansing, Mich.	2-64	Convenient to Grand River Basin and SCS co-op	Collection and anal of econ data for evaluation of water resource dvlpmnt projects in Grand River Basin
110 9	Rhoads, R. R.	2840 Agr Econ	do.	East Lansing, Mich.	11-64	To do res in Section Ldr's office	Econometric anal of data for Miss. River Basin plan for comprehensive water resource dvlpmnt

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Resource Development Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 11	Dunlap, R. D.	2417 Agr Econ	Northern Basins Programs	East Lansing, Mich.	2-64	Convenient to Ill. State Univ. and USDA Planning Party	Econ data collection and anal for evaluation of water resource devlpmnt projects in Big Muddy River Basin
110 11	Lea, D. M.	2478 Agr Econ	do.	Indianapolis, Ind.	2-64	Headquarters for USDA Planning Party	Econ data collection and anal for evaluation of water resource devlpmnt projects in Wabash River Basin
110 13	Mallet, N. G.	2351 Supv Agr Econ Ldr	Southern Basins Programs	Little Rock, Ark.	12-56	Convenient to survey areas and co-op--good transportation and office arrangements	Collects and analyzes econ data for (1) evaluation of water problems, (2) formulation of programs, and (3) benefit-cost appraisals. Also directs resource cons and devlpmnt prog, and watershed prog
110 12	Vacancy	2227 Agr Econ	do.	Little Rock, Ark.	do.	do.	Asst Section Ldr
110 11	Greene, W. R.	2565 Agr Econ	do.	Little Rock, Ark.	9-63	do.	Collection and anal of econ data for evaluation of water resource devlpmnt projects in Red River Basin
110 11	Toon, T. G.	ERS-1879 Agr Econ	do.	Little Rock, Ark.	9-62	do.	Lower Ark River: Impacts of navigation projects on agr use and yields of bottomlands
110 9	Jones, G. C.	2567 Agr Econ	do.	Little Rock, Ark.	8-64	do.	Collection and anal of econ data for evaluation of water resource devlpmnt projects in White River Basin
110 9	Greenhalgh, R.	2567 ad Agr Econ	do.	Little Rock, Ark.	10-64	To do res in Section Ldr's office	Assembly and anal of secondary data for econ base study of Miss. River tributaries
110 9	Blood, R. A.	ERS-31 Agr Econ	do.	Little Rock, Ark.	6-61	Convenient to survey areas and co-op--good transportation and office arrangements	Econ appraisal of pilot watershed project in Six Mile Creek, Ark.
110 9	Woods, H. R.	ERS-2078 Agr Econ	do.	Little Rock, Ark.	9-63	do.	do.

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Resource Development Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 12	Russel, J. R.	ERS-1931 Agr Econ	Southern Basin Programs	Atlanta, Ga.	9-62	Proximity to study area and SCS staff	Appraisal of econ impacts of RCD Project, Gwinnett Co., Ga.
110 11	Gillespie, G. A.	2436 Agr Econ	do.	Columbia, Mo.	6-63	Proximity to Univ. of Mo. staff	Econ of water-based recreation, and asst in planning water resource devlpmnts in Meramec River Basin
110 12	Reuss, L. A.	2246 Agr Econ	do.	Gainsville, Fla.	2-63	Proximity to staff at Univ. of Fla. and to SCS State office	Assembly and anal of econ data for evaluation of watershed projects on Fla. West Coast
110 12	Allen, M. B.	2512 Agr Econ	do.	Jackson, Miss.	9-63	Headquarters for USDA Field Party	Assembly and anal of econ data for evaluation of watershed projects needs--Miss. River tributaries
110 12	Cook, N. R.	2708 Agr Econ	Watershed Econ Res Lab Washita River Basin	Stillwater, Okla.	9-61	Work in co-op with Okla. State Univ.	Leader, WERI--Long-term appraisals of watershed improvements in Washita River Basin, incl changes in flood damage, land use, irrig, recreation, erosion
110 11	Cox, P. T.	2862 Agr Econ	do.	Stillwater, Okla.	9-63	do.	WERL staff--institutional, organizational, and legal phases of watershed protection
110 9	Sloggett, G. R.	2022 Agr Econ	do.	Stillwater, Okla.	2-64	do.	WERL staff--land use and flood damage changes due to watershed protection
110 14	Stewart, G. E.	2443 Supv Agr Econ Ldr	Western Basin Programs	Logan, Utah	9-56	To do res at satisfactory and advantageous location	Collects and analyzes econ data for (1) evaluation of water problems, (2) formulation of programs, and (3) benefit-cost appraisals. Also heads resource cons and devlmt prog, and watershed prog
110 12	Anderson, J. C.	2752 Agr Econ	do.	Logan, Utah	9-64	Supervisor's headquarters	Asst Section Ldr
110 11	Wymore, I.	2020 Agr Econ	do.	Denver, Colo.	2-63	Convenient to study area and co-op	Evaluation of watershed project in Colo. Drainage Basins, and econ studies of watershed improvements
110 12	Raiff, D. D.	2272 Agr Econ	do.	Salem, Oreg.	2-60	Headquarters of USDA Planning Party	Collection and anal of econ data for evaluation of watershed project in Oreg. River Basins

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Resource Development Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 11	Wilson, D. L.	ERS-1902 Agr Econ	Western Basin Programs	Salt Lake City, Utah	9-62	To do res in office with ERS staff, in preference to USDA Planning office in Richfield, Utah	Collection and anal of econ data for evaluation of water resource dvlpmt projects in Sevier River Basin
110 11	McArthur, J. W.	2872 Agr Econ	do.	Salt Lake City, Utah	6-62	Near work area--initial location close to supervisor	Collection and anal of data to evaluate impacts of resource cons and dvlpmt projects--assists SCS in planning RG&D projects
110 11	Wilkes, L. W.	ERS-1469 Agr Econ	do.	Salt Lake City, Utah	2-60	Central location. convenient to co-op	Anal of agr and related data for use in regional input-output model of Colo. River States
110 11	Vacancy	2897 Regional Econ	do.	Salt Lake City, Utah	--	do.	do.
110 9	Stabler, J. C. (Reporting for duty 5-1-65)	2898 Regional Econ	do.	Salt Lake City, Utah	--	do.	do.
110 12	Willsie, R. H.	2539 Agr Econ	do.	Portland, Oreg.	6-62	Convenient location with co-op	Collection and anal of econ data for evaluation of water resource dvlpmt projects in Willamette River Basin
110 12	Grano, A. M.	2732 Agr Econ	do.	Seattle, Wash.	9-64	Headquarters, USDA Planning Party	Collection and anal of econ data for evaluation of water resource dvlpmt projects in Puget Sound River Basin
110 12	Street, D. R.	2706 Agr Econ	Resource Cons and Dvlpmt Projects Invest	University Park, Pa.	9-61	To do co-op res with Univ. Dept of Agr Econ and Land and Water Res Institute	Improved methods for evaluating recreation dvlpmt in watershed projects
170 7	Rogers, E. M.	2642 Historian	Agr History Br	Davis, Calif.	7-64	Co-op agrmt	Prepare analytic index or bibliography of source material on agr history
110 13	Reiterson, R. J.	474 Agr Econ	Com Anal Br	Denver, Colo.	8-61	Co-op agrmt: ERS, FES, and Fed-State Ext Serv in participating Western States	Econ trends and outlook of western livestock industry
101 13	Andrews, W. H.	1828 Soc Sci Anal	Farm Pop Br	Fort Collins, Colo.	1-63	Co-op agrmt	Rural levels of living, farm manpower, farm pop problems
101 13	Bauder, W. W.	568 Soc Sci Anal	do.	Ames, Iowa	9-56	do.	Pop and migration, farm manpower, Social Security, rural levels of living
101 13	Youmans, E. G.	1473 Soc Sci Anal	do.	Lexington, Ky.	8-57	do.	Adjustments of migrants, educational attainments, and occupational aspirations of youth, social and economic problems of older persons

APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES Farm Production Economics Division

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 12	Rude, L. C.	1987 Agr Econ	Great Plains Group	Bozeman, Mont.	10-57	Near co-op and producing area	Adjustment and supply response in Great Plains and Western wheat regions, FE 9-17 FE 9-24
110 12	Nielson, D.	2586 Agr Econ	do.	Bozeman, Mont.	10-64	do.	Adjustments in livestock ranching, FE 9-30
110 11	Larson, D. K.	2469 Agr Econ	do.	Bozeman, Mont.	11-61	Central location for high-risk study	Basis for crop insurance prog, FE 3-4
110 12	Voelker, S. W.	2803 Agr Econ	do.	Fargo, N. Dak.	1-50	Desire of local committee for res	Effects of change in pop patterns on local govt and taxes, FE 4-2
110 12	Krenz, R. D.	1540 Agr Econ	do.	Fargo, N. Dak.	7-62	Near co-op and producing area	Adjustment and supply response in Great Plains and Western wheat regions, FE 9-17 FE 9-24
110 11	Ullrich, E. O.	1705 Agr Econ	do.	Brookings, S. Dak.	6-62	do.	do.
110 11	Micheel, C. C.	90 Agr Econ	do.	Newall, S. Dak.	6-61	Collaborate with station	Integration of dryland farming with irrig project
110 12	Sitler, H. G.	2801 Agr Econ	do.	Fort Collins, Colo.	9-46	Near co-op and producing area	Adjustment and supply response in Great Plains and Western wheat, FE 9-17 FE 9-24
110 12	Hunter, E. C.	2800 Agr Econ	do.	Fort Collins, Colo.	10-56	Analyze cattle feeding in commercial feedlots. Part of study 30	Econ of cattle feeding, FE 9-5. Econ of size of farm. Beef cattle fattening, FE 10-4
110 13	Mauhelm, C. W.	1908 Res Agr Econ Ldr	do.	Manhattan, Kans.	10-54	Near co-op and producing area	Adjustment and supply response (wheat), FE 9-17 and 24
110 14	Legrone, W. F.	2781 Supervisory Agr Econ Hd	do.	Lincoln, Nebr.	8-64	Central location for co-op and State Expt sta	Head, Great Plains Group
110 11	Johnson, R. D.	2151 Agr Econ	do.	Lincoln, Nebr.	8-58	Analyze cattle feeding in commercial feedlots in Cornbelt	Econ of cattle feeding, FE 9-5
110 14	Sundquist, W. B.	2540 Supervisory Agr Econ Hd	North Central Group	St. Paul, Minn.	12-58	Central location for co-op and State expt sta	Head, North Central Group
101 11	Wessel, R. I.	2263 Soc Sci Anal	do.	St. Paul, Minn.	1-63	Desire of local committee	Organization and finance of local govt in rural area, FE 4-2

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Farm Production Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 9	Buxton, B. M.	2100 Agr Econ	North Central Group	St. Paul, Minn.	6-63	Sample location of larger study 30	Econ. of farm size (dairy), FE 10-4
110 9	Tix, P. E.	2101 Agr Econ	do.	St. Paul, Minn.	7-62	Near co-op and producing area	Adjustment and supply response in Lake States dairy area, FE 9-15
110 12	Christiansen, R. A.	95 Res Agr Econ	do.	Madison, Wis.	7-57	Desire of sta to co-op in pilot	Financial mgt problem on dairy and livestock farms in No. Cent. region, FE 1-10
110 12	Kimball, N. D.	226 Res Agr Econ	do.	Madison, Wis.	8-61	Near co-op and producing area	Adjustment and supply response in Lake States dairy area, FE 9-15
110 12	Wirth, M. E.	1991 Agr Econ	do.	East Lansing, Mich.	4-59	Desire of sta to co-op in pilot	Financial mgt problem on dairy and livestock farms in No. Cent. region, FE 1-10
110 11	Reiling, E.	2698 Agr Econ	do.	East Lansing, Mich.	4-63	Sta interest, education opportunity	Demand for commercial fertilizer, FE 12-7
110 9	Duvick, R. D.	2830 Agr Econ	do.	East Lansing, Mich.	Cert of elig	Near co-op and producing area	Adjustment and supply response in Lake States dairy area, FE 9-15
110 12	Williams, D. L.	2702 Agr Econ	do.	Columbia, Mo.	9-62	Co-op's interest and available personnel	Banking and credit system re financing and housing in rural areas, FE 1-7
110 11	Stauber, M. S.	2727 Agr Econ	do.	Columbia, Mo.	1-62	Location of exptl trial at sta	Econ of Use of Water for Irrig, FE 9-28
110 12	Rosenberry, P. E.	1958 Agr Econ	do.	Ames, Iowa	9-61	Sta interest, education opportunity	Cost, returns series, Corn Belt lvs farms, FE 14-1
110 12	Brokken, R. F.	2583 Agr Econ	do.	Ames, Iowa	8-60	do.	Nat'l interreg com model, FE 9-11-
110 11	Miller, T. A.	2334 Agr Econ	do.	Ames, Iowa	9-63	do.	Alternat proced for specif rep farms for aggreg adjust study, FE 9-28
110 11	Helmets, G. A.	2696 Agr Econ	do.	Ames, Iowa	6-62	do.	Demand for farm labor, FE 11-2
110 11	Sharples, S. A.	2334 Agr Econ	do.	Ames, Iowa	8-62	Near co-op and producing area	Adjustment and supply response in feed grain - livestock areas, FE 9-11
110 11	Scott, J. T.	2697 Agr Econ	do.	Ames, Iowa	3-63	Sta interest, education opportunity	Demand for farm serv buildings, FE 12-7
110 13	Van Arsdall, R. N.	1023 Res Agr Econ	do.	Urbana, Ill.	6-49	Near co-op and producing area. Sample location of larger study of 30	Adjustment and supply response in feed grain-livestock areas, FE 9-11 Econ of farm size (cash grain and corn hog) FE 10-4 Continued-

APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Farm Production Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 11	Rodewald, G. E.	2681 Agr Econ	North Central Group	Urbana, Ill.	4-63	Desire of sta to co-op in pilot	Financial mgt problem on dairy and livestock farms in No. Cent. region, FE 1-10
110 5	Holler, D. A.	2815 Agr Econ	do.	Urbana, Ill.	12-64	Sample location of larger study of 30	Econ of farm size on corn and hog farms, FE 10-4
110 12	Irwin, G. D.	2791 Agr Econ	do.	Lafayette, Ind.	11-64	Near co-op and producing area	Adjustment and supply response, feed grain - livestock areas, FE 9-24
110 12	Thompson, J. R.	1029 Agr Econ	do.	Columbus, Ohio	1-56	do.	do. FE 9-11
110 9	Raffield, F. J.	2700 Agr Econ	do.	Columbus, Ohio	7-62	do.	do. FE 9-11
110 13	Frick, G. E.	2547 Suprvy Agr Econ Hd	Northeast Group	Durham, N. H.	8-48	Central location for co-op work--res on dairy farming adjustment	Head, Northeast Group
110 11	House, P. W.	1668 Financial Econ	do.	Ithaca, N. Y.	6-62	Important rural-urban tax problems. Interest in co-op res	Assessment and taxation of farmland in rural-urban areas, FE 4-2
110 12	Myers, K. H.	1061 Agr Econ	do.	University Park, Pa.		Pa., New England, N. Y. centers of dairy production; sta staff	Econ appraisal of adjustment and supply response on N.E. dairy farms
110 12	Dailey, R. T.	2880 Agr Econ	do.	University Park, Pa.	6-60	do.	do.
110 11	Micka, E. S.	2832 Agr Econ	do.	Storrs, Conn.	12-58	Central location and interest of expt sta in poultry	Adjustment problems on specialized N. E. poultry farms, Fe 9-21
110 14	Crowe, G. B.	2545 Suprvy Agr Econ Hd	South Central Group	Stoneville, Miss.	4-47	Central location for co-op and expt sta	Head, South Central Group
110 11	Cooke, F. T.	1411 Agr Econ	do.	Stoneville, Miss.	1-57	Near co-op and producing area	Adjustment and supply response re cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 11	Heagler, A. M.	2789 Agr Econ	do.	Stoneville, Miss.	2-57	Co-op with expt sta	Econ of emerging tech on Delta cotton farms, FE 9-20
110 11	Lindsey, M. M.	2790 Agr Econ	do.	Stoneville, Miss.	9-59	do.	do.

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Farm Production Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 12	Bolton, B.	2788 Agr Econ	South Central Group	Baton Rouge, La.	5-57	Near co-op and producing area	Adjustment and supply response cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 11	Gerlow, A. R.	132 Agr Econ	do.	Baton Rouge, La.	9-61	do.	Adjustment and supply response re rice, FE 9-9
110 13	Mullins, T.	1099 Agr Econ	do.	Fayetteville, Ark.	11-55	do.	do.
110 11	Hottel, J. B.	2831 Agr Econ	do.	Fayetteville, Ark.	2-65	do.	do.
110 12	Connor, L. J.	2655 Agr Econ	do.	Stillwater, Okla.	6-56 CC 11-64 Ret	do.	Adjustment and supply response re cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 11	Tyner, F. H.	2728 Agr Econ	do.	Stillwater, Okla.	9-63	Sta desire and education opportunity	Production capacity and aggregate resource adjustment, FE 13-2
110 9	Halbrook, W. A.	2825 Agr Econ	do.	Stillwater, Okla.	1-65	Near co-op and producing area	Adjustment and supply response re cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 13	Hughes, W. F.	420 Res Agr Econ	do.	College Station, Tex.	9-46	Recognized authority--location of irrig problems	Adjustments of dryland to irrig farming, FE 9-27
110 13	Rogers, R. H.	2237 Res Agr Econ	do.	College Station, Tex.	9-47	Near co-op and producing area	Adjustment and supply response re cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 12	Martin, J. R.	2637 Agr Econ	do.	College Station, Tex.	7-64	do.	do.
110 12	Boykin, C. C.	2525 Agr Econ	do.	College Station, Tex.	6-63	do.	Adjustment in livestock ranching, FE 9-30
110 11	Grant, W. R. Hatch, R. E.	2810 Agr Econ ai Agr Econ	do. do.	College Station, Tex. College Station, Tex.	12-64 2-63	do. do.	Rice, FE 9-9 Adjustment and supply response re cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 13	Butler, C. P.	2546 Suprvy Agr Econ Hd	Southeast Group	Clemson, S. C.	9-46	Central location for co-op res and expt sta	Head, Southeast Group

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Farm Production Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 11	Gilliam, H. C.	2847 Agr Econ	Southeast Group	Clemson, S. C.	1-64	Near co-op and producing area	Adjustment and supply response re cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 12	Sutherland, J. G.	2760 Agr Econ	do.	Raleigh, N. C.	10-47	do.	do.
110 11	Davis, B.	2462 Agr Econ	do.	Raleigh, N. C.	2-64	Sample location of larger study of 30	Econ of farm size (tobacco), FE 10-4
110 13	McArthur, W. C.	1997 Res Agr Econ	do.	Athens, Ga.	8-55	Near co-op and producing area	Adjustment and supply response re cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 13	Stovall, J. G.	2747 Res Agr Econ	do.	Lexington, Ky.	10-64	Principal producing area and co-op with State	Econ appraisal of adjustment and supply on burley tobacco farms, FE 9-22
110 13	Strickland, D. L.	2834 Res Agr Econ	do.	Auburn, Ala.	12-61	Near co-op and producing areas	Adjustment and supply response re cotton, FE 9-22 FE 9-27. National model and cost of producing cotton
110 12	Barnhill, H. E.	2482 Agr Econ	do.	Knoxville, Tenn.	2-64	do	do.
110 9	Glover, G.	2875 Agr Econ	do.	Knoxville, Tenn.	Cert of Elig		
110 9	Givan, W. D.	2701 Agr Econ	do.	Blacksburg, Va.	12-64	Principal burley producing area States want major contribution co-op	Econ appraisal of adjustment and supply response on burley tobacco farms, FE 9-22
110 13	Johnson, S. S.	2549 Suprvy Agr Econ Hd	Western Group	Davis, Calif.	7-60	Central location for co-op res and expt sta	Head, Western Group
110 14	Caton, D. D.	2180 Res Agr Econ Ldr	do.	Davis, Calif.	9-55	Near co-op and producing area	Adjustment in livestock ranching, FE 9-30
110 13	Metzler, W. H.	1475 Res Agr Econ	do.	Davis, Calif.	2-62	Center of migrant labor problems	Labor and capital used for selected crops in Calif., FE 11-3
110 12	Moore, C. V.	1648 Agr Econ	do.	Davis, Calif.	7-62	Sample location of larger study of 30	Econ of farm size (cotton, vegetable) FE 10-4
110 9	Easter, S. W.	2718 Agr Econ	do.	Davis, Calif.	7-63	Military leave	Military leave
	Carr, D. E.	ai Agr Econ	do.	Davis, Calif.	10-60	Near co-op and producing area	Adjustment in livestock ranching, FE 9-30

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Farm Production Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 9	Ching, C. T. K.	2822 Agr Econ	Western Group	Davis, Calif.	6-63	Near co-op and producing area	Adjustment in livestock ranching, FE 9-30
110 5	Quattrin, E. V.	2739 Agr Econ	do.	Davis, Calif.	10-64	do.	Rice, FE 9-9
110 12	Wheeler, R. D.	2838 Agr Econ	do.	Corvallis, Oreg.	9-62	do.	Adjustment in livestock ranching, FE 9-30
110 9	Gee, C. K.	2145 Agr Econ	do.	Corvallis, Oreg.	8-62	do.	Adjustment and supply response in Western Wheat region, FE 9-17 and 24
110 12	Whittlesey, N. K.	1589a1 Agr Econ	do.	Pullman, Wash.	2-64	do.	do.
110 12	Michalson, E.	2857 Agr Econ	do.	Pullman, Wash.	7-63	Sample location of larger study of 30	Econ of farm size (wheat), FE 10-4
110 5	Noteboom, I. A.	2228 Agr Econ	do.	Pullman, Wash.	7-63	Near co-op and producing area	Adjustment and supply response in Western Wheat, FE 9-17 and 24
110 12	Pawson, W. W.	1069 Agr Econ	do.	Tucson, Ariz.	10-59	To analyze cattle feeding in large S. W. feedlots	Econ of cattle feeding, FE 9-5
<u>Marketing Economics Division</u>							
110 13	Reed, R. H.	2118 Agr Econ Ldr	Western Res Off	Berkeley, Calif.	3-63	To study costs and efficiency in fruit and veg canning	Hort crops res
110 13	Gerald, J. O.	2829 Agr Econ	do.	Berkeley, Calif.	7-60	Secy., WAERC, and recording Secy. A of WAES Dir	Secy--WAERC
110 11	Dawson, R. H.	2440 Agr Econ	do.	Berkeley, Calif.	4-63 C-CL-64	To study costs and efficiency in fruit and veg canning	Hort crops cost anal structure and practice
110 11	Rollag, N. L.	1451 Agr Econ	do.	Berkeley, Calif.	5-60	Impact of frozen bakery products and new uses on expanded mkt for agr products	Mkt potentials for agr products
110 7	Votaw, M. H.	2379 Econ Asst	do.	Berkeley, Calif.	5-60	Subordinate tech work related to res projects	Subordinate tech work related to res projects
AD-Unclass	Williams, S. W.	Agt Agr Econ	Anim Prod Br-Dairy Group	Urbana, Ill.	2-52	Coordinator for No. Central regional dairy mktg tech comm	Res in econ of dairy mktg, with State expt sta in No. Central reg
110 11	Kerchner, O. G	1739 Agr Econ Ldr	do.	St. Paul, Minn.	3-62	To study capacity and flexibility of dairy products manufacturing plants	Milk cows and milk, butterfat, farm butter, etc

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Marketing Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 13	Abel, H. H.	701 Agr Econ Project Ldr	Anim Prod Br-Livestock Group	Denver, Colo.	8-47	Coordinator for Western regional livestock mktg tech comm	Mktg of livestock meats in West
110 12	Capener, W. N.	703 Agr Econ Project Ldr	do.	Ft. Collins, Colo.	8-60	To study shrinkage of cattle sold to packers from Colo. feedlots	Mktg livestock and meats
110 11	Anthony, W. E.	2767 Agr Econ	do.	St. Paul, Minn.	3-62	To study structure of livestock and meat industry	Mktg livestock and related products
110 12	Dietrich, R. A.	2507 Agr Econ Project Ldr	do.	College Station, Tex.	3-64	Structure of wholesale meat industry in Okla. and Tex.	Competitive positions of livestock products and in mktg areas
110 12	Jones, H. B.	2143 Agr Econ Project Ldr	Anim Prod Br-Poultry Group	Athens, Ga.	10-58	To study Econ req of a comm table egg industry in South	Efficiency and costs of mktg, on trade channels, etc
110 11	Burbee, C. R.	2631 Agr Econ Project Ldr	do.	St. Paul, Minn.	8-64	Interregional competition on poultry and eggs	Poultry and egg mktg
110 11	Miller, G. F.	2756 Agr Econ	do.	Brookings, S. Dak.	12-64	Co-op work with S. Dak. on factors affecting competitive position of Midwest egg industry	Mkt outlets for poultry and poultry products
110 12	Wilmot, C. A.	753 Agr Econ Project Ldr	Fibers and Grains Br.	Tucson, Ariz.	6-60	Co-op work with Arizona, changes in quality and value of cotton during storage; mktg and mkt acceptance of Western cotton; cotton ginning efficiency and costs	Intra-firm and intra-plant efficiency of mktg cotton and cottonseed
119 5	Heron, B. K.	2074 Econ Asst	do.	Tucson, Ariz.	9-61	Collects, reviews and makes elementary analyses of various phases of cotton fiber and cottonseed mktg in West	Commercial ginning, storage, and compression-mktg quality and value of cotton fiber and cottonseed
110 12	Looney, Z. M.	754 Agr Econ Project Ldr	do.	Stoneville, Miss.	12-36 11-40 (P-1) 12-54 Ag.Ec.	Comparative costs and efficiencies of commercial ginning, storage, and compression, and effects of variation of practices upon mkt quality and value of cotton and cottonseed in Central Belt	Improving cost and efficiency of egg mktg and input supply in N. E.
110 11	Holder, Jr., S. H.	755 Agr Econ	do.	Stoneville, Miss.	6-61 9-61 C.C.		
NACC	Bardwell, E. T.	Agst Agr Econ		Durham, N. H.	7-56	Improving cost and efficiency of egg mktg and input supply in N. E.	

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Marketing Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main projects or areas of work
110 13	Ross, Jr., J. E.	146 Agr Econ Project Ldr	Fibers and Grains Br	Clemson, S. C.	2-60	Econ evaluation of cleaning and conditioning equipment at cotton gins, methods of harvesting, use of defoliant and pesticides on processing performance; quality or value of product as determined at pilot plant at Clemson. Commercial mill evaluation of cotton quality	Cotton quality evaluation--intra-firm and intra-plant efficiency in mktg seed cotton or cottonseed
110 13	Calkins, E. W. S.	141 Agr Mktg Spl, Res Spl and project Ldr	do.	Clemson, S. C.	9-61	do.	Quality factors of cotton and other fibers
110 12	LaFerney, P. E.	63 Agr Econ	do.	Clemson, S. C.	8-62	do.	Adviser on linear programming methods of analyzing
110 12	Pinecock, M. G.	1554 Agr Econ	Mkt Dvlpmnt Br. Dvlpmnt Anal Group	Pullman, Wash.	9-62 9-62 C.C.	Evaluation of merchandising and promotional programs of agr commodity groups in Northwest	Advertising and merchandising aspects of Western agr commodities
110 11	Stafford, J. H. Mil Furl. 10-27-64	2679 Agr Econ Project Ldr	Mkt Dvlpmnt Br Merch and Mgt Anal Group	Lafayette, Ind.	9-62	Econ of inventory control and space mgt in agr warehouses	Improved mgt techniques and procedures for firms mktg, processing, and distributing farm products
Unclass, temporary	Lee, R. E.	Agt Agr Econ	do.	Lafayette, Ind.	2-65	Long-run planning techniques for formula feed mfg industry	Collecting and analyzing data from selected, feed mfg of firms Midwest
110 14	Enochian, R. V.	2186 Agr Econ	Mkt Potentials Br	Albany, Calif.	6-57	Coordinator for econ aspect of util, res WURDD	Mkt potentials res for agr commodities on which util res is underway
110 14	Trotter, W. K.	2441 Agr Econ	do.	Peoria, Ill.	6-58	Coordinator for econ aspect of util res, NURDD	Econ implications of util res findings
110 12	Linstrom, H. R.	1982 Survey Statis	do.	Honolulu, Hawaii	2-63	Mkt potential studies on Kona coffee, other Hawaiian products	Surveys to determine mkt potentials for Hawaiian farm products
119 3	Hall, Jr., E. A.	2893 Econ Asst	do.	Honolulu, Hawaii	3-65	do.	do.
110 13	Hester, O. C.	882 Agr Econ	do.	New Orleans, La.	2-60	Coordinator for econ aspect of util res, SURDD	Econ implications of util res findings
110 13	Sills, M. W.	884 Agr Econ	do.	Philadelphia, Pa.	5-57	Coordinator for econ aspect of util res, EURDD	Econ implications of util res findings

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APPENDIX II

LOCATION OF ECONOMIC RESEARCH SERVICE FIELD EMPLOYEES
Marketing Economics Division--Continued

Series and grade	Employee or bona fide vacancy	Position no. and title (also working title if one assigned)	Organization	Duty station	At this station since	Reason for location	Main project or areas of work
110 11	Kerr, Jr., H. W.	2471 Agr Econ	Mkt Potentials Br	Clemson, S. C.	2-64	Evaluation of mkt possibilities for and impacts of modified milk products	Res studies on mkt potentials for dairy products
110 11	Gunnelson, J. A.	2349 Agr Econ	Mkt Structure and Costs Br, MktS and P Group	Lafayette, Ind.	9-63	Effects of changing organization and structure of grain industry on grain and futures markets	Impact of structural changes in grain industry and uses of grain futures markets
110 11	DePass, R. E.	2517 Agr Econ	Mkt Structures and Costs Br, MktS and P Group	College Park, Md.	9-63	Relation of new investment in mktg firms to econ growth in specific counties	Econ feasibility and impact upon communities--RAD programs
110 12	Miklius, W. G.	2499 Agr Econ Project Ldr	Hort and Special Crops Br	Davis, Calif.	5-62 12-62 C.C.	Changes in structure of mktg Calif. fruits and veg	Mkt information and prices; mktg practices
110 13	Manley, W. T.	797 Agr Econ Ldr	do.	Gainesville, Fla.	11-59	Demand and substitution relationships in mktg citrus and tomatoes; analysis of tomato mktg order; econ evaluation of processing as a mktg outlet for veg grown in South; feasibility of fruit and veg processing plant in N. C. in bootheel of Mo.	Res program for hort crops in South
110 12	Pearson, J. L.	36 Agr Econ	do.	Gainesville, Fla.	2-64	do.	Competitive position of Fla. and Tex. grapefruit--vine-ripened tomatoes
Unclass	Brooks, T. L.	Agt Co-op	do.	Gainesville, Fla.	9-63	do.	Asst studies of (1) econ eval of processing as mkt outlet for fruits and veg grown in South - (2) characteristics of citrus demand
110 9	Vacancy	2428 Agr Econ	do.	Experiment, Ga.			Efficiency and costs of mktg, and mkt outlets for hort crops
110 12	Carman, H. F. (Going on M. F. 1-28-65)	1737 Agr Econ Off. in chge	do.	East Lansing, Mich.	1-64	Cost of packing and storing Mich. apples (Dec. 1964)	Interregional competition in mktg red tart cherries and other deciduous fruits
110 12	Hanes, J. K.	1834 Agr Econ Project Ldr	do.	St. Paul, Minn.	8-62	Structure and conduct of Red River Valley potato industry	Mktg of potatoes and veg commercially produced

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